



UMKHANYAKUDE DISTRICT MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN REVIEW

4th GENERATION: 2018/2019



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LIST OF ABBREVIATIONS

BTO	Budget and Treasury Office
CDW	Community Development Worker
CBO	Community Based Organisation
CFO	Chief Financial Officer
DBSA	Development Bank of South Africa
COGTA	Department of Cooperative Government and Traditional Affairs
DAFF	Department of Water Affairs Forestry and Fisheries
EHP	Environmental Health Practitioner
EIA	Environmental Impact Assessment
EPWP	Extended Public Works Programme
HDI	Human Development Index
HRD	Human Resources Development Strategy
IDP	Integrated Development Planning
IGR	Intergovernmental Relations
IWMP	Integrated Waste Management Plan
KPA	Key Performance Area
LED	Local Economic Development
LOS	Level of Service
LUM	Land Use Management
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MSA	Municipal Systems Act
MTAS	Municipal Turnaround Strategy
NEMA	National Environmental management Act
NPO	Non-Profit Organization
NSDP	National Spatial Development Perspective

PAIA	Promotion of Access to Information Act
PCRD	Project for Conflict Resolution and Development
PGDS	Provincial Growth and Development Strategy
PMS	Performance Management System
PMU	Project Management Unit
RSS	Rapid Services Survey
SCM	Supply Chain Management
SDBIP	Service Delivery Budget and Implementation Plan
SDF	Spatial Development Framework
SEA	Strategic Environmental Assessment
STATSSA	Statistical Services of South Africa
VCT	Voluntary Counselling and Testing
WPLG	White Paper on Local Government
WSA	Water Services Authority
WSDP	Water Service Delivery Plan

MAYOR'S FOREWORD



UMkhanyakude District Municipality has limited financial resources to satisfy the unlimited needs of the people. Therefore, available resources need to be used wisely by eliminating non-priority items in the IDP and budget.

The Council has the responsibility to eradicate the high volume of service delivery backlogs particularly in the infrastructure (water and sanitation) in the whole area of UMkhanyakude District. More attention will be focused on an outdated and aging infrastructure that end up instigating huge losses of water and interrupt the services delivery to the community.

The Municipality is faced with challenge of high unemployment rate which is then coupled with high rate of indigent households, and this affects debt collection of the Municipality. Based on this fact, a portion of equitable share of the Municipality will be allocated to free basic services to cater for the poor.

The IDP and budget focuses more on services delivery strategic priorities that were approved by the Council. Furthermore, the Strategic Agenda of the IDP and the budget is guided by the six KPA's which are:

- Municipal Transformation and Institutional Development
- Basic Service Delivery and Infrastructure development
- Local Economic Development
- Municipal Financial Viability and Management
- Good Governance and Public Participation
- Cross Cutting Interventions

In order for the Municipality to ensure the smooth implementation of the above mentioned strategic priorities the Municipality needs to device good communication strategies between itself, the community and other stakeholders. This should include communicating the IDP, Budget, SDBIP, Performance reports/Annual Reports, setting of targets etc., to ensure that we are all striving for the same achievements.

UMkhanyakude District will ensure that all employees of the municipality are subscribed to Batho Pele principles. The 2018-2019 draft budgets will be published and communicated to the community for their inputs for the adoption of the final annual budget and IDP by the 30 May 2018.

The total consolidated operating revenue budget and capital contribution budget for uMkhanyakude District Municipality is about R 692m which is spread across the following Nine (9) key priority areas:

- 1 Water
- 2 Sanitation/Sewerage;
- 3 Environmental Health;
- 4 Economics, Social or Community and Skills Development
- 5 Poverty eradication and Food Security;
- 6 Revenue enhancement;
- 7 Spatial planning and development;
- 8 Communication and Information Technology (IT); and
- 9 Good Governance and Clean Administration.

Revenue Enhancement Strategy

The challenge of rural municipalities is characterized by insufficient funding which seriously undermines and hampers the notion of a developmental Local Government. Across the country, rural municipalities are dependent almost entirely on grants from national treasury, other national and provincial departments. This sad reality means that most municipalities including uMkhanyakude District Municipality barely exist. In general terms, these municipalities are unable to develop the local economy into a dynamic and strong driver for equality life of the citizenship as they are unable to maintain and expand the infrastructure to support new economic growth, amongst other things.

Further, the situation of uMkhanyakude District Municipality is compounded by the general lack of capacity to collect even the small revenue that is due to us. Various reasons can be articulated as causes which include lack or poor systems, incapacity to expand and deliver quality services, lack of culture of payment for services and in the case of rural municipalities the wide nature of the area and the fact that many do not fall within the ambit of a municipality in a traditional sense of the word, presents additional challenges.

Faced with these challenges and filled with the desire to change its fortunes, uMkhanyakude District Municipality undertook a process of the development of the revenue enhancement strategy.

One of the biggest problems that UMkhanyakude District Municipality is currently facing is the issue of Revenue collection. While uMkhanyakude District Municipality is facing such quagmire its equitable share from National Government is not enough to serve its citizens. The following are challenges that the District Municipality is currently facing with regards to Revenue Enhancement:

- Non payment
- Indigent management and free basic services
- Budgeting, tariff determination and revenue planning
- Little to no growth in the rates base
- Customer data accuracy
- Meter reading & billing accuracy
- Debt management and credit control
- Non-technical losses due to meter tampering and illegal connections

- Call center & customer relationship management (Communications)
- Cash flow planning and management
- High level of outstanding consumer accounts
- High Level of Outstanding Business Accounts


In 2018/2019 FY, the District Municipality will ensure that it provides upfront revenue management rapid assessments to build the business case for transformation and also ensure that it develops implementable revenue management & enhancement strategies. Currently the Municipality is only billing 2500 Meters instead of 10500.

Radical Economic Transformation

The South African casual factors including the well-oiled exclusion machinery apartheid, consisting of the tight framework of laws and spatial planning that permeated and stifled every aspect of the lives of blacks. The most adverse effects were on African women. The dawn of democracy made it possible for the government of the day led by the ANC to repeal apartheid laws and to introduce measures to progressively address many of the social consequences of apartheid. Sadly the overall structure of the economy that had been put in place under apartheid has remained largely untransformed.

At uMkhanyakude District Municipality we have seen that most of the civil or construction work is dominated by a certain colour, in 2018/2019 we will see a tremendous change. I will advocate together with the District Council for the inclusion young black emerging contractors. We want to elevate stage 1 to stage 2 or 3; this will give them opportunity to bid for bigger work in construction work. We will turn the tide.

Ngokubambisana singenza isifunda soMkhanyakude Indawo engcono kakhulu kunakuqala.



Cllr T. S. Mkhombo
His Worship the Mayor

MUNICIPAL MANAGER'S OVERVIEW

The preparation of this Integrated Development Plan (IDP) for 2018/2019 commenced in July 2017 when the Process and Framework Plans were developed and adopted by Council in August 2017. In September 2017 the preparation of the IDP document then commenced. The alignment of the IDP and the Organisational Scorecard was then assessed and it was realised that there was a lot of misalignment between the two. A decision was then taken to review the Organisational Scorecard and the SDBIP which then translated to the amendment of the IDP for 2017/2018.

The Council adopted the process plan for the review of the Organisational Scorecard and the amendment of the IDP. Several administrative processes and consultations with various stakeholders were engaged. This then translated into reviewed Organisational Scorecard and amended SDIP. The overall reporting processes within the Municipality have slightly improved as all levels down to officers now have a responsibility of reporting weekly, monthly and quarterly as per the departmental SDIPs. This will bring much needed levels of responsibility on administrative matters of the Municipality and will also improve Auditor General's audit opinion. The need for improving performance of the Municipality was also emphasised during a strategic planning session whereby new objectives and strategies for 2018/2019 FY were developed and later on adopted by the Council. The organisational reengineering process in a form of a work study has been also conducted view to improving efficiency in service delivery across all key performance areas of the Municipality. From this exercise the organogram of the Municipality has now been reviewed and this will bring about much needed improvement in service delivery.


The relations between the Municipality and its entity, uMhlosinga Development Agency has improved. The Municipality still needs to improve on matters relating to oversight of the Entity. It has been agreed that there will be regular performance assessments based on the business plan and the service level agreement that will be signed for 2018/2019 financial year.

The Intergovernmental Relations (IGR) climate has drastically improved within the Umkhanyakude District. Various forums are meeting to discuss issues as per the IGR terms of reference that were adopted around 2012. These forums are strengthening the governance which improves quality of decisions that are taken by the Council. During 2018/2019 financial year, there will be more focus on the business that these forums have to deliver on.

The Municipality is still heavily dependent on grant funding in order to carry out its constitutional mandate. Several strategies have been developed with a view to improving revenue collection on services that are being rendered to private households, public and private sector. If revenue collection were to improve, it would mainly be from water and sanitation services that the Municipality is providing. Provision of electricity is mainly taken care of by local municipalities. The Municipality has invested a lot of capital in infrastructure for water and sanitation. A significant portion of capital has been set aside to cater for operations and maintenance especially for aging infrastructure. There is a dedicated Unit within the Municipality that ensures that proper planning for taking care of infrastructure happens without any hindrance. The quality of water that is being provided to communities has to be excellent so as to avoid undesirable consequences on human life. Recently new incumbents joined the Municipality with a view to addressing quality issues which would result in acceptable levels of blue and green drop status.

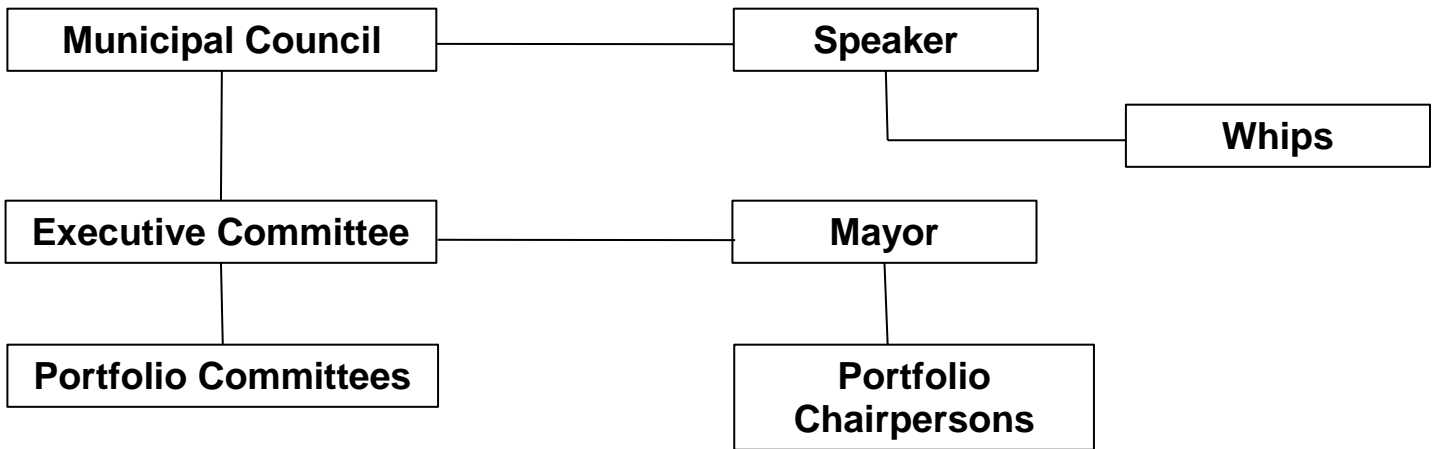
There are various programmes that the Municipality participates on which are being championed by various sector from the National or Provincial sphere of government. All these programmes such as Operation Sukuma Sakhe, Back2Basics, Working for the Environment etc elevates the status of the Municipality and brings about improved service delivery.

The IDP for 2018/2019 financial year carries with it a service delivery contract between the community and the Municipal Council. As a Municipal Manager I am committed together with the municipal staff to ensure that commitments contained in this document are realised to the benefit of the Umkhanyakude community at large.

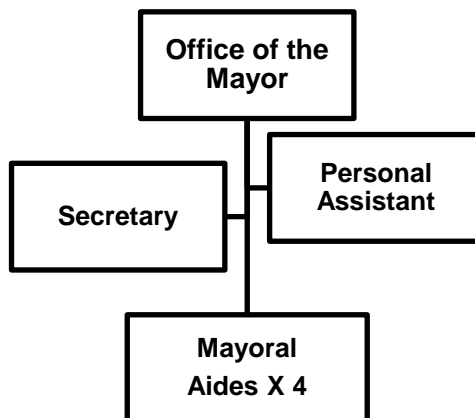


Mr. S. E. Bukhosini
Municipal Manager

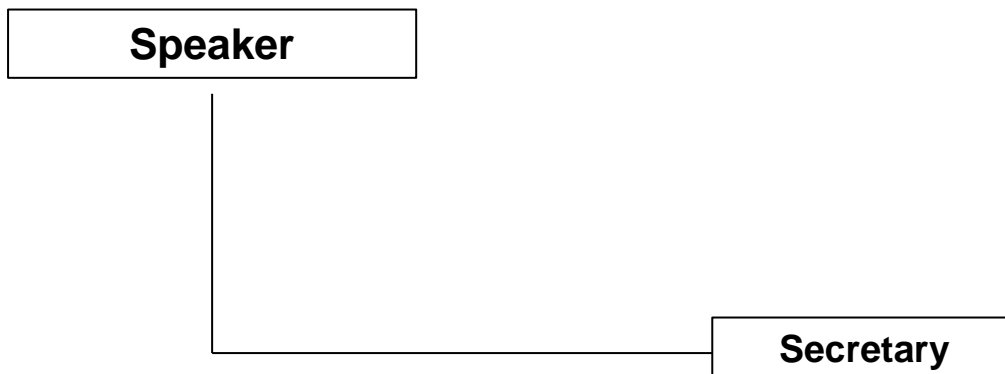
POLITICAL STRUCTURE



OFFICE OF THE MAYOR



OFFICE OF THE SPEAKER



COUNCILLORS AND TRADITIONAL LEADERS SERVING IN THE DISTRICT MUNICIPALITY

No.	Initials and Surname	Position
1.	Cllr T.S Mkhombo	Mayor
2.	Cllr F.C Hlabisa	Deputy Mayor
3.	Cllr M.S Msane	Speaker
4.	Cllr M.S Ngcobo	ExCo Member
5.	Cllr G.P Moodley	ExCo Member
6.	Cllr M.C Zungu	ExCo Member
7.	Cllr B.S Mathenjwa	Council Member
8.	Cllr N.R Mthethwa	Council Member
9.	Cllr S.W Mzinyane	Council Member
10.	Cllr P.B Madlopha	Council Member
11.	Cllr V.M Gumede	Council Member
12.	Cllr K.S Gumede	Council Member
13.	Cllr M.B Sithole	Council Member
14.	Cllr S.J Khoza	Council Member
15.	Cllr M.A Gina	Council Member
16.	Cllr N.E Zuma	Council Member
17.	Cllr K.N Mpontshane	Council Member
18.	Cllr A.V Mabika	Council Member
19.	Cllr V.F Hlabisa	Council Member
20.	Cllr S.F Mdaka	Council Member
21.	Cllr C.T Khumalo	Council Member
22.	Cllr N.S Mthethwa	Council Member
23.	Cllr S.P Mthethwa	Council Member
24.	Cllr Z. Mhlongo	Council Member
25.	Cllr J.G Ngubane	Council Member
26.	Cllr M.J Mthembu	Council Member
27.	Cllr R.H Gumede	Council Member
28.	Cllr D.P Mabika	Council Member
29.	Cllr N.R Zulu	Council Member
30.	Cllr V.E Gumede	Council Member
31.	Cllr S.R Myeni	Council Member
32.	Inkosi M.I Tembe	Council Member
33.	Inkosi S.K Ngwane	Council Member
34.	Inkosi T.M Gumede	Council Member
35.	Inkosi Z.T Gumede	Council Member
36.	Inkosi T.H Nxumalo	Council Member
38.	Inkosi N. I. Zikhali	Council Member

POWERS AND FUNCTIONS

The powers and functions of the Umkhanyakude District Municipality, tabled in terms of sections 83 and 84 of the Municipal Structures Act, are as follows:

- 1) Integrated Development Planning for the District Municipality as a whole, including a framework for integrated development plans for the local municipalities within the area of the District Municipality, taking into account the integrated developments plans on those local municipalities,
- 2) Bulk supply of water that affects a significant proportion of municipalities in the District
- 3) Bulk supply of electricity that affects a significant proportion of municipalities in the District.
- 4) Municipal Health Services serving the area of the District Municipality as a whole
- 5) Fire Fighting services serving the area of the District Municipality as a whole

The following functions are shared by both the District and its family of municipalities:

- 1) Promotion of local Tourism;
- 2) Fire fighting services;
- 3) Municipal airports;
- 4) Municipal planning;
- 5) Municipal public transport;
- 6) Cemeteries, funeral parlours and crematoria;
- 7) Refuse removals, refuse dumps and solid waste removals;
- 8) The establishment conducts and control of fresh produce markets and abattoirs; and
- 9) Municipal roads which form integral part of a road transport system for the area of the District Municipality as a whole.

LIST OF BY-LAWS FOR UMKHANYAKUDE DM

1. Fire
2. Public amenities
3. Parking
4. Standing rules
5. Pollution
6. Storm Water
7. Ponds
8. Street Trading
9. Roads
10. Tariffs
11. Transport
12. Water
13. Advertising
14. Animals
15. Beaches
16. Cemetery
17. Credit
18. Electricity
19. Encroach
20. Environmental

STRUCTURE OF THE DOCUMENT

The structure of this IDP document is divided into sections as recommended by KZN COGTA:

SECTION A : EXECUTIVE SUMMARY

SECTION B : PLANNING AND DEVELOPMENT PRINCIPLES

SECTION C : SITUATIONAL ANALYSIS

SECTION D : DEVELOPMENT GOALS AND STRATEGIES

SECTION E : SPATIAL STRATEGIC INTERVENTION

SECTION F : FINANCIAL PLAN

SECTION G : ANNUAL OPERATIONAL PLAN - SDBIP

SECTION H : ORGANISATIONAL AND INDIVIDUAL PMS

SECTION I : PROJECTS

SECTION J : ANNEXURES

SECTION K : APPENDICES

1. SECTION A: EXECUTIVE SUMMARY

1.1 District Overview

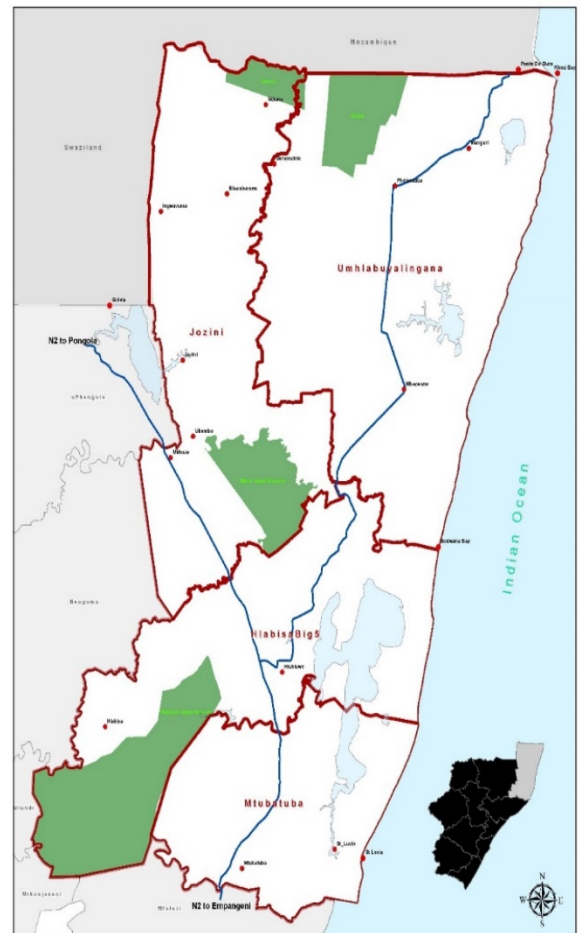
UMkhanyakude District Municipality is located in the far Northern region of KwaZulu-Natal Province in South Africa **(32,014489; -27,622242)**. At 12 818 km² and with a population totalling 625,846, the District is the 2nd largest District in KwaZulu-Natal, in terms of size, behind its neighbouring District, Zululand District Municipality. UMkhanyakude District also has the World Heritage Site known as Isimangaliso Wetland Park which encompasses the entire coastline of more than 200 km. The Map below indicates the boundaries of the 5 local municipalities within the UMkhanyakude District and surrounding neighbourhoods. The District Municipality consists of the following municipalities:

1.1.1 Local Municipalities within the District

- UMhlabuyalingana Municipality (KZ 271)
- Jozini Municipality (KZ 272)
- The Big 5 Hlabisa Municipality (KZ 276)
- Mtubatuba Municipality (KZ 275)

The District Municipality is located in Mkhuze and has:

- The Republic of Mozambique to the North
- The Indian Ocean to the East
- King Cetshwayo DM to the South (DC28)
- Zululand DM to the West (DC26)
- the Kingdom of Swaziland to the North- West



1.2 Brief Demographic Profile for uMkhanyakude Municipalities

The Population

Table 1: Population Figures - STATSSA 2016 Community Survey

	UMhlabuyalingana	Jozini	Big 5 Hlabisa	Mtubatuba	Umkhanyakude
2011	156,736	186,502	107,183	175,425	625,846
2016	172,077	198,215	116,622	202,176	689,090
% Growth	8,9%	5,9%	8,7%	13,2%	9,2%

Table 2: Population by Group Type for Umkhanyakude District - STATSSA 2016 Community Survey

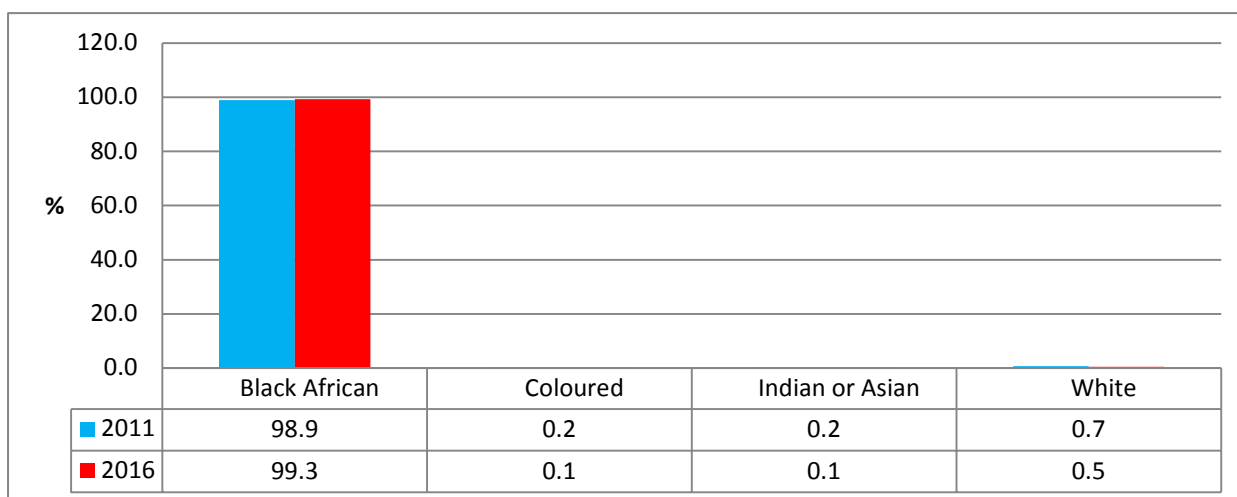


Table 3: Household Figures - STATSSA 2016 Community Survey

Municipality	Household Size	No of Wards	Traditional Councils
Umhlabuyalingana	39 614	18	4
Jozini	44 584	20	7
Mtubatuba	41 792	20	1
Big 5 Hlabisa	25 255	13	6
UKDM	151 245	71	18

Households Types by Municipality 2016

Municipality	Number of households	Main Dwelling		
	Total	Formal housing	Informal housing	Traditional housing
KZN271: Umhlabuyalingana	39 614	27 731	968	10 896
KZN272: Jozini	44 584	29 196	1 681	13 111
KZN275: Mtubatuba	41 792	31 439	1 843	7 442
KZN276: Hlabisa – Big 5	25 255	17 724	536	6 856
DC27: uMkhanyakude	151 245	106 090	5 028	38 306

Source: STATSSA – Community Survey 2016

1.3 Economic Structure and Trends

The key economic structure and trends in the District can be summarised as follows:

- Small size of district economy in provincial comparative terms (e.g. less than 5% of the size of the eThekweni municipality in 2011)
 - Although growing from a small base, the economy experienced significant growth in excess of 9% per annum, especially in the period from 2000 onwards;
 - Two dominant local economies within the district are the Mtubatuba and Jozini LMs accounting for approximately R1.9 and R1.7 billion of GVA in 2011 respectively;
 - Dominant economic sectors in UKDM as measured by GVA is the retail, catering and accommodation sector accounting for R1.45 billion in 2011, the manufacturing sector (R1.37 billion), and the general government services sector (R1.34 billion);
 - The manufacturing sector increased its contribution to total GVA from 10.3% to 19.1%, and the retail, catering and accommodation sector its contribution from 13.5% to 20.3%;
 - Agricultural sector has shown some significant growth of approximately 5.5% per annum over the period 1995 to 2011, but represents the third lowest output amongst the districts within the province;
 - The number of formal employment opportunities in the agricultural sector remained relatively stable at approximately 9000 over the period from 2000 to 2005 but thereafter decreased significantly to a total estimated figure of 4983 by 2010;
 - The district economy became more concentrated in a select number of sectors with the Tress index increasing from a value of 36.7 in 2000 to 42.2 in 2011;
- (Source: DGDP, 2017)

1.4 Development of the 2018/2019 IDP

The development of the IDP Process Plan is guided by the Municipal Systems Act, Act 32 Of 2000. In terms of Section 25 (1) of the Act, *Each Municipal Council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the Municipality which:*

- *Links, integrates and co-ordinates plans and take into account proposals for the development of the Municipality;*
- *Align the resources and capacity of the Municipality with the implementation of the plan;*
- *Forms the policy framework and general basis in which annual budgets must be based;*
- *Complies with the provisions of this Chapter; and*
- *Is compatible with National and Provincial development plans and planning requirements binding on the Municipality in terms of legislation.*

The process of developing the IDP which was entirely driven internally. This process is the primary responsibility of the Council, officials and other stakeholders to ensure that integrated planning is undertaken. The Umkhanyakude District Council is responsible for the approval of the IDP for the District and the responsibility cannot be delegated. Clear accountability and management of the IDP process belongs to the Municipality and thus, should be owned and controlled by the Municipality. Councillors, senior officials, local municipalities, sector departments and parastatals, and civil society amongst others, have distinct roles to play during integrated development planning processes.

The Executive Mayor is responsible for driving the whole IDP process and provides leadership in the development and reviews of the IDP. The day-to-day management of the IDP process has been delegated to the Office of the Municipal Manager who consistently chairs the IDP Steering committee. The IDP Manager deals with coordination of the day-to-day issues relating to the IDP. These include adherence to IDP Framework/Process plan, coordination of stakeholders, support to Local municipalities and documentation of the IDP.

The District Municipality coordinates the District Development Planning Forum which forms the link between District and Local municipalities in terms of IDP. The District Development Planning Forum comprises of IDP Managers/ Coordinators, development/town planners, Performance management officers of all five municipalities in the District. Sector Departments are sometimes invited to attend District Development Planning Forums and to make presentations.

The senior management attends the IDP steering Committee meetings. The IDP Steering Committee is a technical working team of dedicated senior management officials, who together with the Municipal Manager and/or the IDP Manager must ensure a smooth compilation and implementation of the IDP. To ensure full participation, IDP Steering Committee meetings have been aligned with the Management Committee meeting (MANCO).

The IDP Manager compiles the IDP document through consultation with various sets of information and directs its output to the IDP Representative Forum for debates and further inputs and refinement of the plan. The IDP Representative Forum is the structure that provides a platform for public participation through involvement of different community structure representatives, political leaders, traditional leaders and government entities which provide support throughout the planning process.

The IDP development process for 2018/19 is the second one during the fourth term of local government and incorporates the main components of the District Growth and Development Plan (DGDP) especially the status quo analysis as well as the strategies phases. In essence the IDP review process captured the relevant components of the DGDP and used targets relevant to the 5-year lifespan of the IDP.

One of the fundamental features of the integrated development planning process is the involvement of community and stakeholder organizations in the process. Participation of affected and interested parties is very important to ensure that the IDP addresses core issues as experienced by the citizens of the District. As in the past, community participation was fundamental part of the IDP process and community participation programmes should be conducted, both in terms of monitoring the implementation of IDP, as well as the revision of the IDP process. In addition to the community participation programmes of the Local Municipalities, the UDM will conduct its community participation programme in each of the 4 Local Municipalities.

At a District level the community will have an opportunity to participate in the process through the District IDP Forum which will comprise of the Mayors, all political parties and various stakeholders in the Umkhanyakude District Municipality area of jurisdiction. District IDP Forum meetings will be open to the general public and represent all stakeholders. Efforts will be made to bring additional organizations into the IDP Representative Forum and ensure their continued participation throughout the process. Print media, UDM newsletter and electronic media will be used to inform the community of the progress of the IDP process.

Summary of Activities for the 18/19 IDP Preparation Process

KEY ACTIVITY	KEY OUTPUT	BY WHOM?	TARGET DATE
STEERING COMMITTEE MEETING			15 August 2017
1. Development & Submission of the Process & Framework Plan	IDP Process & Framework Plan	Steering Committee	30 July 2017
2. ExCo Adoption of the Process & Framework Plan	ExCo Resolution	MM& DC 27 ExCo	30 July 2017
3. Advertisement of the Process & Framework Plans	Copy of an advert	IDP/PMS Unit & Finance	14 August 2017
4. Provincial IDP Feedback Session	Feedback on credibility of the IDP	COGTA	September 2017
STEERING COMMITTEE MEETING			17 October 2017
5. Compilation of Situational Analysis	Status quo reports	Heads of Departments	November 2017
6. Municipal-wide analysis	Needs Analysis reports	Local Municipalities	November 2017
STEERING COMMITTEE MEETING			05 December 2017
7. Identification of Priority Issues	Priority issues report	Steering Committee	November 2017
8. Alignment Session with Sector Departments	Identification of District-wide Projects and Programmes	MANCO and Sector Departments	02 November 2017
9. Consolidation of Analysis results		IDP/PMS Unit	December 2017
10. Development of Objectives & Strategies	Draft Strategies	Municipal Departments	December 2017
11. Identification of Priority Projects	Draft list of 2017/2018 Projects	Portfolio Committees	January 2018
STEERING COMMITTEE MEETING			06 February 2018
12. Finalization of the IDP Document	Draft IDP	IDP/PMS Unit	22 March 2018
STEERING COMMITTEE MEETING			17 April 2018
13. Opportunity for Comments by Provincial/National Departments & Parastatals	Attendance and presentation at Provincial Assessments week	Heads of Departments and IDP/PMS Unit	20 April 2018
14. Incorporating and Responding to Comments from Provincial/National Departments & Parastatals	Submitted Project Proposals	Heads of Departments and IDP/PMS Unit	25 April 2018
15. Opportunity for Public Comments	District-wide Public Consultation Meetings	DC 27 EXCO	April 2018 (16,17,18,19)
STEERING COMMITTEE MEETING			21 June 2018
16. Final Adoption of the IDP	Final IDP Document	Council	May 2018
17. Submission of an IDP Document to COGTA	Final IDP & Acknowledgement letter from COGTA	IDP/PMS Unit	May 2018
18. Advertisement of the IDP Document for Noting	Copy of an advert	IDP/PMS Unit & Finance	June 2018

MEC 's Comments for 2017/2018 IDP Review

SUMMARY OF MEC'S COMMENTS – 17/178IDP		RESPONSE BY UMKHANYAKUDE DISTRICT MUNICIPALITY – 18/19 IDP
Municipal Transformation and Institutional Development	Adoption and report of implementation of Human Resources Strategy was not indicated	Human Resources Strategy was adopted by Council
	ICT Policy Framework was not available	ICT Policy Framework is available
	Adoption of the Organogram was not indicated	The Organogram has been reviewed
	Filling of critical posts to be considered	Critical posts have been filled.
	References on Employment Equity Plan and the Workplace Skills Plan was not available	Employment Equity Plan and the Workplace Skills Plan have been prepared
Basic Service Delivery	Backlog on maintenance of water infrastructure was not indicated	Backlogs have been indicated in the infrastructure analysis
	Review and Adoption of WSDP to be considered	The WSDP is in the process of being reviewed
	IDP to include the link from the WSDP to the Department of Water and Sanitations website	The link will be available as soon as the WSDP has been finalised
	Adoption date of the O&M Plan to be included	The O&M Plan is will be available before the commencement of the new financial year
	List of sources and date of sources of information used in the compilation of the IDP to be included	List of sources will be included in the final IDP
	Development of IWMP to be considered	The Department of Environmental Affairs is assisting the DM to review the IWMP
Local Economic Development	LED Strategy to be included	LED Strategy will be reviewed during 2018/2019 FY
	Informal Economy Policy to be included	The policy is not available. The LED Unit will address this matter in 2018/2019 FY.

SUMMARY OF MEC'S COMMENTS – 17/18 IDP		RESPONSE BY UMKHANYAKUDE DISTRICT MUNICIPALITY – 18/19 IDP
Financial Viability and Management	Indication of increase/decrease in the number of indigents on the municipal indigent register to be included	The indigent register is being compiled and will be ready for implementation in 2018/2019
	Less information provided on the Budget and Treasury Office and technical Services Unit	More information has now been included in the IDP
	No indication of skills shortage and the impact of vacant post to meet municipal objectives	An organogram has been reviewed and clearly reflects skills shortage
	Less information provided on Loans and Borrowings with no indication on the Municipality's level of grant dependency	Information on Loans and Borrowings has been provided
Good Governance and Public Participation	Status, functionality and membership of the Risk Management Committee was not provided	Status, functionality and membership of the Risk Management Committee has been provided
	Reports on the membership of various Bid Committees was not provided	Membership of various Bid Committees has been provided
	MPAC functionality to be considered	MPAC functionality has been included in the IDP
	Indicators related to Batho Pele implementation to be included in the development of the SDIP	Indicators on Batho Pele implementation has been included in the development of the SDIP
	Implementation of IGR Terms of reference by Local Municipalities be included	IGR Terms of reference by Local Municipalities has been included
Cross Cutting Interventions	SDF core strategic issues and long term spatial vision were not included	The SDF has been further reviewed to reflect on all aspects as per the legislative requirements
	Specific reference in the disaster risk profiling was not included	This information is included in the Disaster Management Plan
	Alignment of SDF with its capital budget and IDP by developing long term Capital Investment Framework and 5year Capital Expenditure Framework to be included	Alignment of the SDF has been improved

1.5 Strategic Approach to Development

In order for the District Municipality to deliver meaningfully on its mandate it would have to focus on the following:

- The District Municipality developed a DGDP through the assistance by KZN COGTA and the DGDP is zooming in into the strategic direction up to year 2035 which focusses on linking the IDP with the National and Provincial planning imperatives;

The Alignment of the PGDS and Umkhanyakude DGDP can best be summarised as follows:

PGDS Strategic Goals	DGDP Strategic Goals	IDP KPAs					
		Inst. Trans. and Dev.	Basic Service Delivery	LED	Financial Viability	Good Governance	Cross Cutting
1. Inclusive Econ Growth	1. Expanded District Economic output and increased quantity and quality of employment opportunities		√	√			
2. Human Resource Development	2. Enhanced quality of district human resources	√					
3. Human and Community Development	3. Improved quality of life and life expectancy	√		√		√	√
4. Strategic Infrastructure	4. High quality infrastructure network to support improved quality of life and economic growth		√	√			
5. Environmental Sustainability	5. District characterised by integrity and quality of its physical environment and underpinned by a coherent spatial development						√
6. Governance and Policy	6. Excellence in governance and leadership				√	√	
7. Spatial Equity	5. District characterised by integrity and quality of its physical environment and underpinned by a coherent spatial development						√

Furthermore the Strategic Agenda of the IDP is guided by the six KPAs which are:

- Municipal Transformation and Institutional Development
- Basic Service Delivery and Infrastructure development
- Local Economic Development
- Municipal Financial Viability and Management
- Good Governance and Public Participation
- Cross Cutting Interventions

Other National government planning imperatives such as the National Development Plan (NDP) will be used in conjunction with the PGDS, the DGDP and the IDP. This approach will ensure that the five year lifespan of the IDP is further supported by long-term planning approaches that would ensure sustainability of municipalities for a foreseeable future.

1.6 The Vision

A strategic planning session was held on the 07 March 2018 at Umkhanyakude Council chamber. The purpose of the strategic planning session was as follows:

- To Review the District Municipality's vision, mission, strategic objectives and organogram in line with government priorities;
- To develop strategies that would improve performance of the District Municipality on 5 pillars of Back to Basics;
- To solicit input and information towards the development and alignment of the IDP, Budget, PMS, DGDP, PGDS and NDP.

The vision was reviewed in line with the PGDS and DGDP and it now reads as follows:

“A renowned District Municipality through excellence in service delivery by 2035”

In terms of the **DGDP**, Umkhanyakude District Municipality developed the following long-term vision that talks to infrastructure and quality of life, economic development, demographic profile, education and Natural resources and lastly spatial development and governance:

Infrastructure and quality of life: By 2035 UKDM is characterised by high quality infrastructure network supporting both household needs and economic growth. All households are provided with access to basic water, adequate sanitation, sustainable energy sources, and regular waste removal services. The district is renowned for its high quality water and wastewater infrastructure and fully functional waste disposal sites. Alternative energy sources are widely used and waste recycling initiatives provide a source of employment and income for

local people. All settlements are connected by a safe and well maintained road network used by a regular public transport service. The entire district has access to a wireless broadband service and all businesses and more than 50% of households have access to a computer and internet service.

Economic development: The district economy has consistently grown by more than 5% per annum since 2014 and this growth resulted in the creation of decent employment opportunities reducing the unemployment rate in the district by more than 50%, resulting in significant increases in average income levels. The skills base of the district labour force improved continually since 2014 and the proportion of workers with tertiary education exceeds the average of the province. The agricultural sector in UKDM is recognised as one of the food baskets of Southern Africa and numerous agricultural and forestry processing facilities have been established in the district. The district is internationally recognised for the diversity of its tourism attractions and **by 2035** annually attracts visitor numbers approaching that of South African tourist icons such as Table Mountain and the Kruger National Park. The land reform programme has been implemented successfully and created various employment opportunities in the agricultural and tourism sector.

Demographic profile: **By 2035** the overall quality of life as measured by the Human Development Index increased by 40% and average household income more than doubled. The prevalence of HIV has been reduced significantly and resulted in a notable increase in the life expectancy of the district population. The levels of malnutrition of children younger than five years have been halved and the entire population have reasonable access to high quality health services. The quality of housing has been improved and public sector housing is provided at sustainable densities according to the functional spatial development plan of the district. Crime levels have been reduced to acceptable levels by a committed police force working closely with local communities. All social and public facilities are accessible and user friendly for disabled persons.

Education: The quality of the output from the primary and secondary education system has improved dramatically with the matric pass rate for maths and science improving to more than 75%. All learners have access to fully equipped basic education facilities. The tertiary education levels of the district labour force improved substantially and distance tertiary tuition making use of the latest ICT technology have been successfully implemented. Adult illiteracy is completely eradicated **by 2035**.

Natural resources, spatial development and governance: The UKDM maintained and improved the integrity and quality of its physical environment and natural resources, especially its wetland areas, between 2014 and **2030**. Sustainable and coherent spatial development patterns have been successfully implemented through an effective land use management system and procedures guided by a framework of identified nodes and corridors. Highly skilled officials ensured that the planning and development activities of all spheres of government and other sectors are fully coordinated for maximum impact and synergy has been established with spatial development in adjacent Swaziland and Mozambique.

1.6.1 Measuring Progress

The District Municipality will use a Performance management System to measure progress made in the achievement of set objectives. A Municipality's Performance Management System (PMS) is the primary mechanism to monitor, review, and improve the implementation of its IDP and to gauge the progress made in achieving the objectives set out in the IDP. Furthermore, a municipality's PMS must also facilitate increased accountability, learning, improvement, provide early warning signals and facilitate decision- making.

The District Municipality has chosen the Key Performance model of the PMS. In the said model all indicators are grouped together under the national key performance areas as per the Systems Act and the local key performance areas as per the Umkhanyakude District Municipality's IDP. The said Model therefore enables the District Municipality to assess its performance based on the national and its own local key performance areas.

The following KPAs inform the OPMS of the Municipality:

1. Municipal Transformation and Institutional Development
2. Service Delivery and Infrastructure development
3. Local Economic Development
4. Municipal Financial Viability and Management
5. Good Governance and Public Participation
6. Cross Cutting Interventions

Service Delivery Priorities are as follows:

1. Water
2. Sanitation/Sewerage;
3. Environmental Health;
4. Economics, Social or Community and Skills Development
5. Poverty eradication and Food Security;
6. Revenue enhancement;
7. Spatial planning and development;
8. Communication and Information Technology (IT); and
9. Good Governance and Clean Administration.

More details are contained in the Strategic Agenda of this IDP document.

2. SECTION B: PLANNING AND DEVELOPMENT PRINCIPLES

2.1 Government Policies and Imperatives

The IDP document for 2018/2019 will reflect on the development mandate that the Council intends implementing. The following issues have been considered during the preparation of the IDP document:

- Responding on the Outcome Delivery Agreement (Outcome: 12) and its seven (7) outputs, as signed by the Minister (COGTA); all nine (9) Provincial COGTA MECs and all Mayors on the 1st of October 2010;
- Responding to KZN priority issues ;
- Addressing Local Government manifesto;
- Responding to the comments and issues raised by the MEC for COGTA (KZN) in the 2017/2018 IDP;
- Responding to issues identified as part of the Municipal Turnaround Strategy;
- Strengthening focused community and stakeholder participation in the IDP processes; and
- Aligning Sector Departments' strategic plans to the District-wide priorities and service delivery programmes.

This IDP document has also been informed and is aligned to the following strategic documents and National and Provincial strategic objectives:

- Global goals for Sustainable Development;
- National Development Plan;
- National Infrastructure Plan;
- Back-to-Basics Policy;
- Provincial Growth and Development Strategy;
- Operation Sukuma Sakhe
- District Growth and Development Plan; and
- National Delivery Outcome Agreements (especially outcome nine (9) in relation to Local government and municipalities).

2.1.1 Sustainable Development Goals (SDGs)

The Sustainable Development Goals, otherwise known as the Global Goals, build on the Millennium Development Goals (MDGs), eight anti-poverty targets that the world committed to achieving by 2015. The MDGs, adopted in 2000, aimed at a range of issues that included decreasing poverty, hunger, disease, gender inequality, and access to water and sanitation. Enormous progress has been made on the MDGs, showing the value of a unifying agenda underpinned by goals and targets. Despite this success, the indignity of poverty has not been ended for all. The new SDGs, and the broader sustainability agenda, go much further than the MDGs, addressing the root causes of poverty and the universal need for development that works for all people.

At the United Nations Sustainable Development Summit on 25 September 2015, world leaders adopted the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change by 2030. The following goals were adopted:

1. Zero Poverty
2. No Hunger
3. Good Health and Well-being
4. Quality Education
5. Gender Equality
6. Clean Water and Sanitation
7. Affordable and Clean Energy
8. Decent Work and Economic Growth
9. Industry, Innovation and Infrastructure
10. Reduced Inequalities
11. Sustainable Cities and Communities
12. Responsible Consumption and Production
13. Climate Change
14. Life Below Water
15. Life on Land
16. Peace, Justice and Strong Institutions
17. Partnerships for the Goals

2.1.2 National Development Plan

Through a Diagnostic Report, the National Development Plan identified nine key challenges which are:

- Too few people work;
- The standard of education for most black learners is of poor quality;
- Infrastructure is poorly located, under-maintained and insufficient to foster growth;
- Spatial patterns exclude the poor from the fruits of development;
- The economy is overly and unsustainably resource intensive;
- A widespread disease burden is compounded by a failing public health system;
- Public services are uneven and of poor quality;
- Corruption is widespread; and
- South Africa remains a divided society

The Planning Commission then identifies two challenges that are interrelated those being, too few people work and the quality of education for the majority is poor. Basically the NDP contains proposals for tackling the problems of poverty, inequality and unemployment.

The key challenges identified in the National Development Plan are deeply rooted within the District and as such, the approach of the IDP will seek to develop strategies that will tackle these challenges.

2.1.3 The Provincial Growth and Development Strategy (PGDS)

The Provincial Growth & Development Strategy (PGDS) is based on the following goals:

- Inclusive Economic Growth (KPA 3)
- Human Resource Development (KPA 1)
- Human and Community Development (KPA 1)
- Strategic Infrastructure (KPA 2)
- Environmental Sustainability (KPA 6)
- Governance and Policy (KPA 5)
- Spatial Equity (KPA 6)

KPAs for the Municipality are linked to the PGDS as indicated in brackets. Furthermore, through COGTA the Municipality will participate in the programme for developing the District growth and Development Plan which is a long-term year plan.

2.1.4 Provincial Growth and Development Plan (PGDP)

The PGDS identifies seven strategic goals and thirty strategic objectives that will drive the Province towards its 2035 vision. The cabinet identified a need to further prepare an implementation in the form of PGDP. The DGDP is aligned to the PGDP.

2.1.5 District Growth and Development Plan

The District Growth and Development Plan is meant to play a key role in the integration and alignment of the intentions of the NDP at national level and PGDP at provincial level on the one hand, with the activities of local government operating at the coalface of implementation and interaction with constituent communities on the other.

The aim of the DGDP is therefore to translate the Provincial Growth and Development Plan into a detailed implementation plan at a district level, inclusive of clearly defined targets and responsibilities thus enabling the province to measure its progress in achieving the accepted growth and development goals. In addition to the more detailed focus on the interventions identified by the PGDS-PGDP, the DGDP is expected to propose specific milestones that will have to be achieved per priority sectors. This will be refined in a collaborative approach with all the relevant stakeholders to ensure ownership of targets that will be set for specific time horizons.

The KwaZulu-Natal Provincial Planning Commission facilitates and supports the lead departments to develop detailed trajectories to ensure that the roadmap is clear on what is required to achieve the 2030 Vision for KwaZulu-Natal. The current DGDP is due for a review as it was developed in 2014.

2.1.6 The Back to Basics

President of the Republic of South Africa jointly with Minister: COGTA held Local Government Summit on the 18th of September 2014 with all municipalities countrywide in Gauteng Province.

The Back to Basics Programme is all about fulfillment of municipalities on their constitutional mandate i.e. Putting people / Community first for their lives to change for the better. Five (5) key pillars of Back to Basics Programme identified as follows:

- Basic Services;
- Good Governance;
- Public Participation;
- Financial Management; and
- Institutional Capacity

3. SECTION C: SITUATIONAL ANALYSIS

3.1 Environmental Analysis

3.1.1. Introduction

The purpose of the environmental analysis is to ensure that municipal development strategies and projects take existing environmental problems and threats into consideration as well as environmental assets that require protection or controlled management.

While the principal duty of a municipality is to govern the affairs of that municipality in accordance with the Constitution and relevant legislation, especially the Structures Act and the Systems Act; the environmental right¹ contained in the Bill of Rights imposes another important duty on municipalities. As such municipalities play a fundamental role in the protection of the environment. In fact, they are obliged to ensure that the environment is protected for present and future generations.

The National Environmental Management Act (Act 107 of 1998), or otherwise referred to as NEMA, together with The Environmental Conservation Act (Act 73 of 1989), promote Integrated Environmental Management (IEM) in South Africa in order to promote and support sustainable development.

The uMkhanyakude District (DC 27) is situated in northern KwaZulu-Natal and is noted for its scenic beauty and rich biodiversity levels. The district is home to the iSimangaliso Wetlands Park world heritage site and is known to attract tourists from all over the world. The district is also known for its game reserves, both private and state owned, marine protected areas and natural forests.

The iSimangaliso Wetlands Park stretches along the Zululand coast from Mapelane in the south to Kosi Bay in the north. The name reflects the many areas that make up its 220 000 hectares, such as Lake Sibhayi, Sodwana Bay, Mkhuze Game Reserve, False Bay, Fannies Island, Charters Creek, Lake St Lucia, and Cape Vidal.

3.1.2. Water Resources

The Phongolo River and its floodplain system, which in its natural state presents as a unique and special ecosystem, dominate the hydrology of the Makhathini Flats. The Headwaters of the Phongolo River are in the highlands of southern Mpumalanga and northern KwaZulu- Natal near the towns of Wakkerstroom and Utrecht respectively.

The Southern part of the District Municipality is trisected by three main watercourses, the White Umfolozi River, the Black Umfolozi River and the Hluhluwe River with its main tributaries the Mansiya, the Manzibomvu and the Nzimane Rivers.

Potable water within the Umkhanyakude District comes from two sources, surface water (rainfall and its runoff into rivers or dams), or groundwater (water that has collected in underground stores or aquifers). These sources are sometimes close to the communities that they serve, or may be some distance away. Therefore, when thinking about where potable water is coming from, it is important not only to think of where the water is abstracted, but rather about the whole

¹ Section 24.

catchment – the area over which rainfall is caught and drains into a water source. Thus, proper catchment management is the key to ensuring a continued source of potable water.

CATCHMENT	DAMS	CAPACITY (MILLION CUBIC METRES)	WATER QUALITY
Umfolozi River	Klipfontein	19	Poor
Umkuze River	Hluhluwe	25	Poor
Phongola River	Pongolapoort	2445	Good
Usuthu River			Excellent
Lake Sibhayi			Good

Table 1: Important Water Resource Elements in uMkhanyakude

Key Impacts

Research and community input has shown that lack of adequate water supply is the most prevalent problem experienced by uMkhanyakude. The Pongola River is the only source that has potential to eradicate the problem of water shortage experienced by the communities of uMkhanyakude.

Both water quality and regularity of flow have deteriorated significantly in recent years, as a result of the non-sustainable land uses and increased abstraction. Infrastructural failures is experienced through continuous botching of borehole pumps, ageing infrastructure, frequent break down of generators supplying power to borehole pumps, frequent pump failures due to high silt content in river abstraction, as well as electricity outages adversely affecting the water supply to the local communities, is a priority, as water supply remains a stumbling block for economic development.

The pumping systems and proliferation of unviable small water treatment works resulting in high maintenance costs. Currently vandalism is one of the factors that is crippling the infrastructure. Communities break taps in an attempt to ensure there is water running to enables livestock to have access to drinking water. Illegal connections are rife, thereby puncturing efficiency of the lines and resulting not only in massive water losses but other community members having no access to water.

Poor engineering designs resulting in inadequate and inefficient infrastructure being built. Poor forward planning towards growth of communities; infrastructure planned does not cater for future growth. There is poor maintenance plans resulting in inefficient output. There is lack of funding to initiate new upgrades.

The wetlands are under pressure due to increasing population growth and development, which result in the loss of habitat, ecological and hydrological functions.

Key Management Priorities

There is a need to promote

- Environmental awareness and education to the local communities as environmental management practices are generally sidelined.
- Wise water use and monitoring in order to conserve water by using water sparingly.

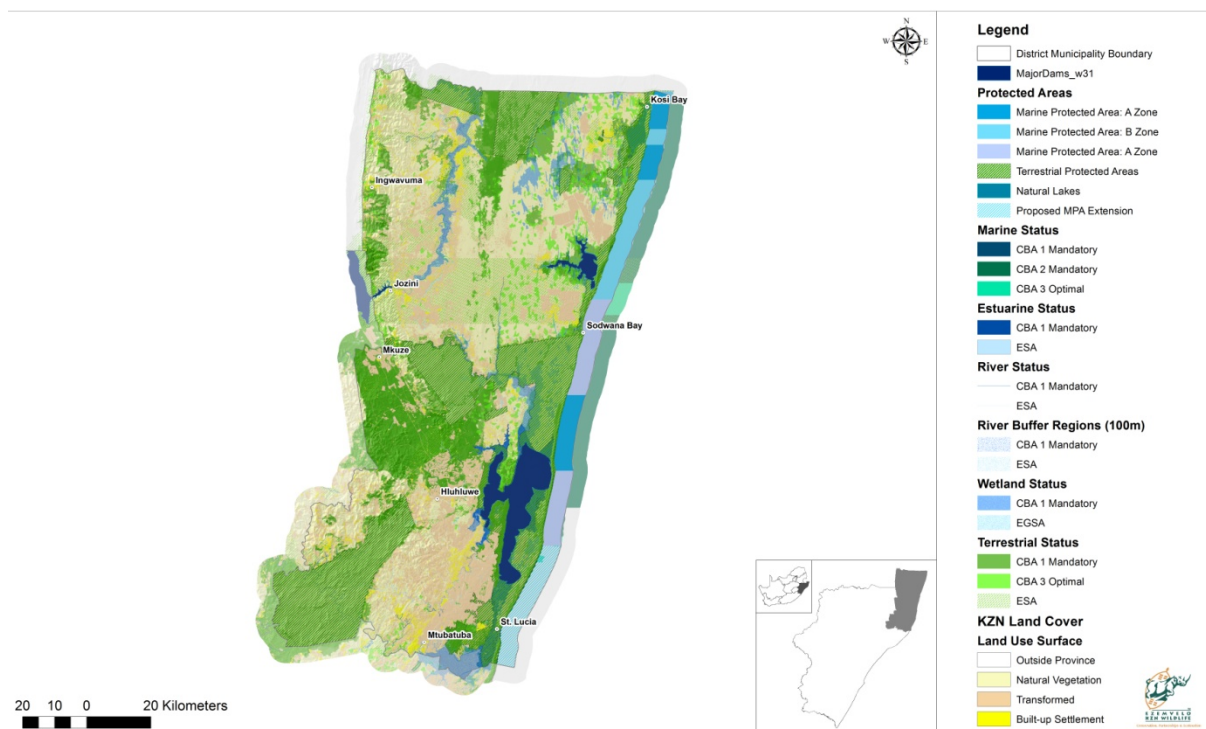
Community members must be encouraged to attend public meetings to ensure that the community's need for safe drinking water is considered in making decisions about land use. The District municipality should encourage an open door policy for community stakeholders to report any incidents of vandalism of water treatment plants or reservoirs to your Water Services Authority or municipality. Water Services Authorities (Local or District Municipalities) are required to have a Consumer Service which can serve as a conduit for consumers to report non-compliance to their Water Services Authority.

District municipality needs to ensure metering systems to be in place for efficient revenue collection. It also need to redirect funds into the development of infrastructure in order to supply water effectively to the local communities.

CRITICAL BIODIVERSITY AND ECOLOGICAL SUPPORT AREAS MAP

Based on the KZN 2005 Land Cover V2.0

uMkhanyakude District Municipality



The above map, shows the bio-diversity and ecology in the uMkhanyakude district, which is known for its abundance of natural resources that are of value. This contributes significantly to the district's income, as tourism is a major contributor to the revenue of the district.

3.1.3. Biodiversity

The District is closely associated with the iSimangaliso Wetland Park, the Hluhluwe Game Reserve, and the marine environments of both Sodwana Bay and Kosi Bay, all world-renowned sites.

Important Vegetation Resource Elements

- Grasslands
- Wetlands- tourism
- iSimangaliso wetland park
- Coastal Forests
- Coastal environment- marine protected areas and estuaries
- Game reserves- Hluhluwe-Imfolozi game reserve.

Land Use Impacts

The biodiversity in the District being lost due to land conversion, vast amounts of land is owned privately or is under traditional authority. Climate Change, threatens the potential of the flora and fauna. Unsustainable harvesting of natural resources both in terrestrial and marine environments and the wide spread of alien species. Development/Planning and Environment Planning are interrelated to each other. Improper or uncontrolled development is likely to cause adverse impacts on the environment, and environmental pollution or degradation may become a major obstacle for social and economic development.

Environmental degradation is often mentioned as the consequence of human negligence on the one hand, but on the other hand it is more often than not the intentional individual or collective actions that have put economic gains as of utmost importance. Remaining areas are disturbed cultivation land and settlement. Large areas of land are under communal tenure in the District – located in the traditional authority areas under the jurisdiction of the Ingonyama Trust or privately owned. Land reform is in the process of being implemented in the District and comprises around 20% of the total area at the time of survey (2007 by the Department of Land Affairs); Additional land has been identified for redistribution and restitution purposes.

Key Management Issues

- Development of continued alien invasive removal programmes.
- Establishment of more protected areas or reserves.
- Promotion of environmental education to make people aware of their roles and responsibilities. Workshops to be regularly given to traditional healers and amaKhosi.
- Establishment of co-operative governance, around the issue of land ownership in order to monitor development.
- Invest in better agricultural education and land care programmes, so that the local communities are able to better understand the land and how best to utilise it.

3.1.4. Coastal Resources

Important coastal resource elements:

- Tourism Potential
- Estuaries
- Fishing industry
- Sustainable livelihood opportunities
- Educational and empowerment

Key Impacts

- Land based activities that affect the marine life and environment, e.g. Illegal developments along the coast.

- Lack of communication between the coastal municipalities and iSimangaliso wetlands Park.
- Land use impacts on estuaries (e.g. agricultural activities).
- Monitoring of coastal access for public use.
- Impacts on water quality.
- Illegal fishing, use of nets and overfishing is unsustainable.
- Lack of safety on the beach discourages tourism and local public use of beaches.

Key management Priorities

Development of Coastal Management Plans for the three coastal municipalities within the district, in accordance with Integrated Coastal management Act (ICM Act). Foster greater working relations with the iSimangaliso management team and vice versa, through the establishment of a formalised structure to deal with coastal and estuarine issues. The provincial department is the implementer of the National programme of action, in an aim for marine conservation. Development of Coastal Management programmes, the municipality's mandate is to provide the required infrastructure in order for development to be adequately monitored and proceed in a positive manner.

Implementation of Off-Road Vehicles (ORV's) regulations as a management strategy for public access on coastal zones (where applicable and not contrary to existing legislation). Establishment of water quality guidelines to ensure blue-flag status beaches. Improve facilities and security at popular beach locations to increase tourism potential and optimise recreational use. Coastal Education, to bring about awareness in this district in order to preserve the coastal resources. Public access, the infrastructure should be appropriately maintained in order to ensure safe public access.

3.1.5. Air Quality

Key Impacts

- Climate change
- Lack of Air Quality Monitoring
- Lack of Skilled and experienced employees

Key management Priorities

- Climate change effects are felt at a very large scale, as global climatic conditions are changing and this will have a negative impact in the long term. Thus, a climate change strategy should be developed in order to address and react to the changes.
- An increase of funds to disaster management so that it can be truly effective.
- uMkhanyakude does not have a great deal of industry, and is relatively rural therefore the air quality in this district is generally good as there are not a lot of air contaminating sources.
- Create funding for Air Quality officers at each local municipality and also for air quality monitoring stations.
- Air quality monitoring to be done at Somkhele mine.
- Awareness campaigns to be conducted regarding the dangers of local communities burning waste, as a means of disposal.
- Establishment of municipal by-laws governing the burning of waste.

3.1.6. Cultural Resources

Key Issue Impacts

- Damage and loss of cultural resources.
- Lack of capacity.

- Lack of investment.
- Limited tourism due to global markets- recession.
- Over harvesting of certain plants for traditional medicine.

Key Management Priorities

- Protect cultural resources, and identify new ones.
- Encourage investment by engaging with the private sector and development agencies, to form Public Private Partnerships (PPP's).
- Attract skilled and experienced people to the district to ensure the effective management of all cultural and heritage sites.
- Workshops to be provided to local communities by Amafa regarding due process when dealing with artefacts and heritage sites.
- Encourage local tourism, as opposed to mainly focussing on foreign tourists.
- The unique biodiversity and cultural heritage. There is a world heritage site, the iSimangaliso Wetland Park, with a scenic pristine environment and the coastal atmosphere thus, creating more opportunities for tourism development which attracts a number of tourists internally and internationally.

3.1.7. Climate Change Impacts

A number of general conclusions about the future climate (2070–2100) are relevant to the Umkhanyakude district and climate modelling is constantly being refined. Climate responses may in reality vary within kilometres. Generalizations do not consider anthropogenic interventions, responses and adaptations, such as land-use change, policy changes, demographic changes, and so on. Thus they can only highlight directions for thinking about risk analysis in the district. Some of the main impacts of climate change on the district are as follows:

- lower rainfall;
- wetter summers, drier winters;
- higher temperatures;
- increased hydrological risk and uncertainty;
- high incidence of extreme rainfall days;
- drying of top soils;
- less water for drinking, sanitation and irrigation;
- less water in the soil for plants; and
- Increases in irrigation requirements for crops.

A. Food security, livelihoods and climate change in UMkhanyakude

Crop production

Nearly 95% of the district's population are rural dwellers, and many households in uMkhanyakude rely at least partially on subsistence agriculture to meet some of their food requirements. Big Five Hlabisa has the combination of both subsistence and commercial agriculture. Subsistence agriculture is the most wide-spread in the old Hlabisa municipality side, covering most of the area. In the then Big Five False Bay municipality, there are large areas under commercial and subsistence agriculture around Hluhluwe.

One of the greatest difficulties in considering the impact of climate change on agriculture is that crop and vegetation responses to change have been projected to be highly localised. For the majority of cultivated land, the most likely best-case scenario is that small reductions in yield will occur.

The most recent climate projections for the country suggest that rain-fed agriculture in Umkhanyakude is likely to be negatively affected due to lower annual rainfall, higher temperatures, increased hydrological risk, increased rainfall variability, drying of top soils, less water in the soil for plants, and increased irrigation requirements. Such a change may have serious implications for food security and livelihoods locally and nationally.

Human health: The links between health and food security

Food insecurity and poor health are closely related. Food insecurity may lead to a state of malnutrition which impairs physical functioning, compromises the ability to work, and affects development processes such as growth (height and weight), pregnancy and foetal development, lactation, and resistance to and recovery from disease. In turn, disease prevents people from being able to invest in the human capital necessary to avoiding food insecurity, for example the capacity to develop successful responses and adaptations to vulnerability.

The choice, preparation and intake of food are influenced by food access and availability, education, culture, and food preferences. It necessitates access to clean water, and is also highly influenced by access to refrigeration, sanitation and other resources. The effects of climate change described above, in which there is likely to be reduced water for drinking and sanitation in the district, could increase the likelihood of disease.

Climate related diseases

A number of climate-mediated diseases exist, and climate has impacts on human health beyond affecting sanitation, drinking water and food. In general, warmer and more extreme climate shifts are likely to exacerbate disease and health risks.

Changes in climate have the potential to exacerbate:

- mortality among those who are sick, old or weak through illness due to extreme heat or cold, which also has implications for maternal health;
- air pollution;
- aero-allergens;
- fungi and moulds;
- water- and food-borne diseases, for example, giardia, cholera, cryptosporidium, rotaviruses, enteroviruses, coxsackie viruses, cyclospora, and hepatitis A and E viruses;
- seasonal influenza;
- rodent-borne disease; and
- Changes in distribution of insect vectors of disease, for example, malaria.

In general, Umkhanyakude might expect to see increases in illness or mortality related to higher temperatures, water-borne diseases, and malaria.

Degradation of biodiversity: Changes in biodiversity in South Africa

The ability of many ecosystems to adapt naturally is likely to be exceeded by a combination of global change drivers (such as land-use change) and climate change. This will be associated with a high risk of extinction of many plant and animal species. Aquatic ecosystems, including wetlands, are in the worst condition. About 54% of rivers in South Africa are considered endangered, more than 50% of wetlands have already been destroyed, and about 34% of terrestrial ecosystems are considered threatened.

KwaZulu-Natal holds about one sixth of South Africa's remaining indigenous forest, and is unique in that it supports both the major forest types of the southern African subcontinent — Afromontane forest and Indian Ocean coastal belt forest — and their eight subtypes. The province is thus important for maintaining forest diversity, and thus the biodiversity in South Africa.

UMkhanyakude contains several areas comprising more than 50 hectares of indigenous forest, representing all eight subtypes.

Importance of biodiversity

Ecosystems and their biodiversity offer a number of “services” for human wellbeing including provisioning services, such as game, wild foods, fodder and fibre; regulating services, such as climate and water regulation, air and water purification, disease and pest regulation and protection from natural hazards such as floods; and cultural services, which satisfy human spiritual and aesthetic needs.

Indigenous forest is a critical element in the maintenance of biodiversity and provides an important livelihood resource for many KwaZulu-Natal communities.

Sea levels

Changes in sea level are expected to affect beaches, cliffs, deltas, estuaries and lagoons, mangroves and coral reefs. Major impacts are expected on freshwater availability (for example from affected groundwater resources), fisheries, health, recreation and tourism, biodiversity and human settlements resulting from extreme events, flooding, seawater temperature changes, rising water tables, and salt water intrusions. While the exact biophysical and human impacts on the Umkhanyakude district are not yet known, scientists are confident that livelihoods in coastal areas of developing countries are more vulnerable to the impacts of sea-level rises than those

in developed countries. The impact on the coast of KwaZulu-Natal is likely to be largely erosion of the coastline.

Tourism

Climate change is expected to have a significant impact on the tourism sector, which will have associated impacts on livelihoods in Umkhanyakude through effects on employment and incomes. The coastal areas of Umkhanyakude are some of the most pristine dune environments in the world, and their erosion would be a significant loss in terms of tourism and livelihoods.

The impacts on tourism and livelihoods for South Africa that will accrue from factors such as loss of biodiversity and sea level changes are not yet possible to quantify.

Natural disasters

There is wide agreement that climate change will result in an increased risk of frequency and intensity of droughts and floods in southern Africa. The observations of farmers and development practitioners as well as policy makers and planners to some extent support that drought frequency is increasing in southern Africa as well as South Africa.

Highly variable rainfall between years is already a natural feature of South African rainfall patterns, and much of the country has always been affected by aridity, droughts and floods. The climate impacts predicted for UMkhanyakude suggest increased deviations in annual precipitation from the average. There is also predicted to be an increase in extreme rainfall days.

3.1.8. Waste Management

There is limited waste disposal management. The District municipality has an outdated Integrated Waste Management Plan (IWMP) that was developed in 2004. The District is in a process of developing a new IWMP in the new financial year utilizing the savings left following the completion of the Environmental Management Framework (EMF).

The District municipality does not have a regional landfill site. Only one municipality (uMhlabuyalingana LM) has a legal/registered landfill site, i.e. Kwa-Ngwanase Landfill site. All but one illegal waste disposal sites have been licenced for closure throughout the District. These sites have been licensed through the DEA Licensing of waste disposal site programme. Mkhuze waste disposal site (Jozini LM) is the only outstanding site.

Key Impacts

- Waste disposal management leading to pollution of natural resources.
- Lack of formal solid waste disposal sites. Municipalities are utilising un-licensed dumping sites.
- Lack waste management plans, or a co-ordinated framework to deal with all the waste management issues
- Lack of infrastructure for collection of waste in many local communities.

Key Management Priorities

- Improved waste disposal and management thereof required.
- Increased financial resources to be directed to the establishment of more landfill sites.
- Development of an infrastructural development plan to upgrade current infrastructure. Routine maintenance to be carried out on infrastructure.
- Empower local rural communities to dispose of their waste in an environmentally sustainable manner instead of dumping or burning waste material.

- Development of a comprehensive Integrated Waste Management Plan with the waste hierarchy – municipalities should spearhead this campaign to encourage communities to reduce, reuse and recycle.
- Create more waste management forums, as a platform for engagement with other waste management officials, in order to share information
- Municipalities must extend their services to more rural communities, in an effort to reduce the random disposal of waste.

3.1.9. Alien Vegetation

Some of the environmental issues caused by the invasive alien plants in Umkhanyakude include:

- Impacts food security because they compete with crops;
- They decreases grazing capacity;
- Livestock poisoning: e.g. lantana; and
- Alien plants Increases intensity of fires.

Some work is taking place regarding alien plant control in the district for example programmes by DAEA, EKZNW, iSimangaliso Wetland Park and DWA. Over 40 species of alien vegetation with various levels of abundance have been identifies within the district. These include, among others the following:

UKDM contains the following invasive alien species (Kotze *et al*, 2010):

- 31,522 condensed Ha of *Chromolaena odorata*;
- 4,314 condensed Ha of *Eucalyptus spp.* ;
- 1,538 condensed Ha of *Lantana camara*;
- 872 condensed Ha of *Psidium guajava*;
- 757 condensed Ha of *Cereus jamacaru*;
- 315 condensed Ha of *Pinus spp*;
- 176 condensed Ha of *Melia azedarach*; and
- 149 condensed Ha of *Solanum mauritianum*.

19 species were singled out for eradication; and of those, four species have been highlighted as priority species for immediate attention and eradication, namely:

- *Ipomoea carnea subsp*
- *Fistulosa*
- *Pereskia aculeate*
- *Chromolaena odorata*, and
- *Lantana camara*.

3.1.10. General Environmental Management Issues

- **Environmental legislation.** Ensure that legislative requirements are adhered to for all development types listed within the EIA regulations under the National Environmental Management Act.
- **Soil erosion.** Erosion control measures in both agricultural areas and areas of new development must be implemented. Education is a priority in tribal areas. Where possible, new developments should take place outside of areas of highly erodible soils and land ownership is a critical issue that cannot be ignored, as vast amounts of land is not owned by the state. Therefore, monitoring of developments is a challenge.
- **Threats to biodiversity.** The development of sustainable natural resources must be encouraged for rural populations. Where development occurs within conserved or sensitive areas, ensure that strict environmental management plans are drawn up to protect ecology and rehabilitation of the land that the proposed development will occur on. Plan major developments to build in ecological value that links into existing ecology. Prioritise formalisation of conservation areas to protect most endangered vegetation types.
- **Water sources.** Major developments must have adequate rehabilitation of wetlands/ adjacent water courses to minimise impacts on hydrology and water quality. Land cover must be managed to improve/ correct water quality problems. However, the water supply is changing due to the changing climatic conditions and this must be closely monitored.
- **Deforestation.** Coastal mangrove forests and inland forest, there should be development plans in place for monitoring as these add value to the ecology as well as their visual appeal, creating tourism potential.
- **Lack of environmental capacity.** Ensure that potential developers are aware of environmental legislation and how it is likely to affect development. Ensure that tourism institutions build in environmental requirements into their project briefs, as well as attracting skilled or experienced people in this field to ensure implementation. All municipalities within the district must have an environmental officer to deal with environmental issues. This should be prioritised in their IDP's and funding should be sourced to fill these posts.
- **Coastal degradation.** Illegal developments along the coast should ideally be prevented from occurring by conducting routine monitoring. Amakhosi within coastal areas to be provided with training, outlining legislative requirements for developments along the coast. Development of Coastal Management Plan and the National Programme of Action.
- **Poor environmental awareness.** Focus environmental education initiatives initially around sensitive areas. Where appropriate, build educational component into tourism attractions to ensure proper environmental management of sensitive areas.

3.1.11. Institutional Issues

There has been a notable improvement district-wide regarding human resource capacity in as far as Environmental Management is concerned; with all municipalities now having some element of Environmental Management within their respective organograms. At a District level, there is a functional Environmental Management Unit; however there is one municipal official (Environmental Management Officer) and a Local Government Support (LGS) official from the Department of Environmental Affairs (DEA). Jozini and Big Five False Bay municipalities are the only local municipalities with Environmental Management Units. However these units' main focus is waste management. The other 2 municipalities (uMhlabuyalingana and Mtubatuba) have Waste Management units instead.

An analysis of the existing structures, as well as the resources committed to responsible environmental management, indicates a limited commitment within the district for this function. Environmental management skills and knowledge in the district municipality is limited, which indicates a need for capacity building.

Municipalities have not developed or accessed environmental guidelines, checklists, data or decision-making support tools to assist both officials and council to make informed environmental decisions. The recently-developed Environmental Management Framework (EMF) has not been optimally utilized. As such environmental consideration does not seem to be integrated into all decision making within municipalities.

The extent to which the municipality is committing to environmental compliance is restricted at this stage merely to the carrying out of Environmental Impact Assessments.

3.1.12. Environmental SWOT Analysis

Table 2: Compilation of UKDM's Environmental Status Quo in terms of (a) Constraints, Weaknesses and Issues, (b) Strengths and Opportunities, and (c) Management Priorities

CLIMATE		
<i>Weather conditions (temperature, humidity, atmospheric pressure, wind, rainfall, etc.) averaged over a long period</i>		
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> • Inadequate understanding of the full impacts of climate change to the district, e.g. <ul style="list-style-type: none"> ▪ Biodiversity; ▪ Agriculture; ▪ Availability of water sources; ▪ Human health; and ▪ Vulnerability of coastal areas to rising sea levels and greater storm intensities (erosion of coastline). • Climate is hot, dry and hostile to rain fed agriculture. 	<ul style="list-style-type: none"> • Wind resources suitable wind energy facilities. • Favourable climate supports tourism. 	<ul style="list-style-type: none"> • Create climate change awareness. Develop strategy to combat climate change and promote sustainable energy solutions. • Air quality monitoring should include greenhouse gasses. • Manage impacts of climate change on water resources. • Disaster management should adequately cater for flood problems. • Stormwater harvesting should be explored and promoted. • Implement Water Conservation and Demand Management. • Areas important for climate change resilience (e.g. riparian corridors and buffers, coastal corridors, areas of high plant endemism, refuge sites including southfacing slopes and kloofs and priority large unfragmented landscapes) need to be managed and conserved.
TOPOGRAPHY		
<i>Graphic representation of surface features of a place on a map, indicating relative positions and elevations</i>		
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> • Areas characterised by slopes exceeding 18° are a major constraint to development due to slope instability. The majority of these potentially unstable slopes are associated with deeply incised valleys of tributary streams in the Lebombo Mountains. The areas are generally inaccessible and impose high cost constraints to even major road developments. • Impacts of linear developments (e.g. roads, power lines, pipelines, telecommunication, etc.) to topographical features. 	<ul style="list-style-type: none"> • The area is afforded substantial visual quality through its topographic features (e.g. Lebombo Mountain Range, lakes, vast coastline). • Landforms offer eco-tourism potential. • The land is predominantly level or gently undulating, which are prime requirements for most aspects of agricultural productivity. 	<ul style="list-style-type: none"> • Development should consider Development Potential Zones, based on the geology, soil land types, drainage and slope gradients. • Conservation of sensitive topographical features that support biodiversity and contribute towards the visual quality of the district. • Establish corridors for alignment of linear-type developments. Consider EMF environmental management zones and associated restrictions.

<ul style="list-style-type: none"> Landscape disturbances caused by mining activities, borrow areas, etc. 		
GEOLOGY	<i>Study of the earth, the materials of which it is made, the structure of those materials and the processes acting upon them</i>	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> Occurrence of unsuitable geological conditions which impose excessive cost or environmental constraints to development. 	<ul style="list-style-type: none"> Undeveloped mineral resources that can contribute to future economic growth (depending on the future viability of exploiting the minerals). 	<ul style="list-style-type: none"> Development should consider Development Potential Zones, based on the geology, soil land types, drainage and slope gradients. Detailed geotechnical assessments to be conducted, based on the types of developments. Coordinated compliance monitoring and enforcement of mining activities.
WATERCOURSES	<i>A river or spring; a natural channel in which water flows regularly or intermittently; a wetland, lake or dam into which, or from which, water flows. A reference to a watercourse includes, where relevant, its bed and banks</i>	
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> Water quality deterioration, with the main pollution sources constituting the poor performing WWTWs, mining in upstream catchments, waste disposal sites, agriculture (return flows) and settlements with inadequate sanitation and waste services. Disturbance to riparian areas and buffer zones due to habitat transformation, subsistence farming, settlements, and tree felling. Lack of adequate water supply is the most prevalent problem experienced within UKDM. Limited survey points for regular monitoring of aquatic ecosystem health. Unsustainable use of water resources and associated goods and services. Proliferation of alien vegetation. The legacy of channel excavation and 	<ul style="list-style-type: none"> UKDM contains major water resources, including large rivers (e.g. Mfolozi, Mkuze and Pongola Rivers), lakes (St Lucia, Sibaya) and dams (e.g. Jozini, Hluhluwe). The PES Categories show that a high proportion of the rivers within the UKDM are regarded as largely natural (PES classes A & B) and are thus in a good condition. Many of the major rivers have large reaches that are incorporated within formally conserved and protected areas. The generally good PES that has been retained by the majority of the river systems is therefore likely to be maintained. Bulk water supply will be enhanced by the utilization of Jozini Dam as the main water source. Large wetland and other important biodiversity areas. 	<ul style="list-style-type: none"> Protection of wetlands and and RAMSAR sites in the iSimangaliso Wetland Park. Transboundary management of water resources (e.g. upstream impacts, institutional relationships). In this regard, initiate discussions with neighbouring Zululand District Municipality to enhance catchment management of the Mkuze and Mfolozi systems. Designation and maintenance of buffers associated with watercourses. Strict regulation of encroachment and incompatible land use and activities. Water abstraction rights need to be formalised in order to quantify the demand and to ensure that the overall ecological reserve can be maintained within the system. Provision of adequate sanitation and waste management services. Rehabilitation of riparian areas affected by anthropogenic activities. The UKDM should ensure that provision is made in the LUMF to enforce the identification, establishment of required set-backs, protection and maintenance of wetlands. Development should be located outside of the 1:100 year

<p>diversion on the Mkhuze River floodplain has resulted in significant environmental impacts.</p> <ul style="list-style-type: none"> • Risks of interbasin transfers to ground- and surface water resources in the iSimangaliso Wetland Park. • Capacity to identify requirements and obligations in terms of the National Water Act (Act No. 36 of 1998) for regulated activities, for example the need to apply for water use authorisation when working within the regulated area of a watercourse in terms of section 21 of this Act. 	<ul style="list-style-type: none"> • Ecotourism and the incorporation of the local community as custodians and beneficiaries of conservation and ecotourism. • Lubombo TCA – biodiversity conservation, formal protection of wetland and aquatic habitats. • Revenue generated by ecotourism for conservation initiatives. • Opportunity to involve the community in water management (quantity and quality) especially within the rural sectors • Riparian areas important from an ecological perspective, provides connectivity, offers recreational and tourism opportunities, and serves as open space in urban areas. • Wetlands play an important role in biodiversity. • General goods and services offered by watercourses (e.g. source of fresh water and food, transportation and dilution of pollutants, soil wetting and fertilization of floodplain, recreational value) which are of importance for human life and the functioning of society. Dependent on the natural characteristics of the river ecosystem. • Enabling legislative framework for protection and sustainable use. • Functional Mfolozi Catchment Mamanagement Forum. 	<p>flood line and not to interfere with stormwater drainage. No urban, mining or agricultural development within regulated area of the watercourse (i.e. 1:100 year floodline or delineated riparian / wetland habitat, whichever is greatest).</p> <ul style="list-style-type: none"> • Adopt 32 metres buffer area from boundary of regulated area, for strict regulation of development. • Regulated area and buffer zone should be determined on a strategic priority basis as and when pressure for mining, intensive agriculture or rural development occurs. • Promote water conservation and demand management through regulation where appropriate. Rainwater harvesting, grey water recycling, re-use of treated effluent from WWTW and mines, and similar technical enhancements should be encouraged. • Source directed controls (including compliance with licence conditions) for WWTW, mining and other sources of impacts to resource quality (i.e. flow, water quality, habitat and aquatic biota). • Mining and prospecting within the alluvial flood plains (outside of the regulated area) should not be permitted without detailed after-use plans and rehabilitation plans. • River Health Programme should be extended to cover all major rivers in district. Database to be developed of chemical, physical and bacteriological water quality data for DWA monitoring points in the municipality. • Develop invasive alien species control plan, with particular focus on stressed catchments. • iSimangaliso Wetland Park Authority should comment on any development within the park's Zone of Influence. • Management of watercourse that enters Kosi. Ecosystem services to protect include filtering of nutrients that flow from the town of Manguzi and threaten Kosi with eutrophication. • Management of nutrients that originate from the Mseleni Mission and residential area that threaten Lake Sibaya. • Preserve Mkhuze Swamp and manage encroachment by agriculture (sugarcane). • Manage ingress of water from the Jozini Dam into the Mkhuze River via the irrigation canal. • Manage groundwater levels in the Maputaland Sand Aquifer.
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		<ul style="list-style-type: none"> • Preserve shoreline vegetation in the northern and southern parts of False Bay. • Protect Czewane Pan (north-east of uMkhuze Game Reserve), which is a water-bird 'hot-spots'. • A wetland inventory should be developed for the UKDM. • Critical wetlands need should be delineated according to DWA guidelines. • Quantify the economic value of freshwater ecosystem goods and services. • Provision of basic services to informal settlements. • Specific management interventions (UKDM, 2008) - <ul style="list-style-type: none"> ▪ Manage the release of water from the Jozini Dam so that it emulates as far as possible, previous natural cycles of flooding so that the fish and aquatic stock are sustained. ▪ Manage the Mkuze river swamp area so that the communities in the KwaJobe, Makhasa, Nibela and Mngobokasi areas can still retain benefit from the environment, but allow for predominantly eco-tourism use. ▪ The Hluhluwe River catchment as a whole needs to be managed, but a critical area is the floodplain between it and the Nyalazi rivers as they enter Lake St Lucia at the southern end False Bay (Mfekayi area). ▪ The Mfolozi River east of the Hluhluwe-Imfolozi Park is characterised by a series of floodplain pans. Many of these are in densely settled rural areas and some are considerably polluted through poor sanitation systems not controlling effluent. This needs to be addressed and managed to prevent pollution and degradation of the river and pan system. ▪ The Mozi swamps are fortunately in an area of low population; however, it is an important wetland system. ▪ The swamp forest along the edges of the Kosi Lake system and extending up its many tributaries has been under heavy cultivation pressure. Many of these tributaries, particularly in the area around Manguzi are drying up. This needs considerable management and incentives to restore the water flows as to prevent negative effects on the lake system.
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SOIL		
<i>The unconsolidated mineral or organic material on the immediate surface of the earth that serves as a natural medium for the growth of land plants</i>		
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> • The soil landtypes form a critical component of the development potential assessment of the municipal area where the geotechnical characteristics of the different soil forms can be interpreted in terms of soil activity, drainage, collapse potential or erodibility. • Soil contamination, for example – <ul style="list-style-type: none"> ▪ Leachate from current landfill sites; ▪ Mining activities; ▪ Absence of sanitation and waste services; ▪ Spills from accidents or leaking underground tanks; and ▪ Illegal dumping in open spaces. • Soil erosion through land clearing activities and over-grazing. • Depletion and degradation of soils may lead to unproductive soils, as well as a decrease of water infiltration with a resultant increase the water run-off. • Loss of topsoil. • Wind and sheet erosion encountered, which is exacerbated by the removal of vegetative cover, over-grazing, poor farming practices • Salinisation of soil through irrigation. • Capacity to identify requirements and obligations in terms of the Conservation of Agricultural 	<ul style="list-style-type: none"> • Fertile soils (i.e. Makhatini Flats). • Suitable soils to sustain agriculture along rivers. 	<ul style="list-style-type: none"> • Education and training on best practices in subsistence farming. • Development to consider Development Potential Zones, based on the geology, soil land types, drainage and slope gradients. • Provision of adequate sanitation and waste management services. • Identify and avoid disturbing areas where the soil has a high erodibility factor. • Maintain adequate stocking rates and veld management. Prevent overgrazing to curb erosion and soil degradation. • Pollution prevention and remediation measures.

Resources Act (Act No. 43 of 1983).		
AIR		
<i>Mixture of gases that makes up the Earth's atmosphere</i>		
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> Major sources of emissions include motor vehicles, sugar mills, sawmills, sugarcane burning, mining operations at Somkhele Coal Mine. General lack of air quality monitoring in the district. Capacity to identify requirements and obligations in terms of the National Environmental Management: Air Quality Act (Act No. 39 of 2004). 	<ul style="list-style-type: none"> Due to its predominantly rural nature the air quality is generally good as there are limited air contaminating sources. 	<ul style="list-style-type: none"> Proposed Air Quality Management Plan for the district. Institute air quality monitoring programme. Duly consider pollution sources, sensitive receptors and climatic conditions. Detailed emissions inventory to be developed for the district. Provision of adequate waste management services. Promotion of energy efficient heating and lighting. Awareness campaigns to be conducted regarding the dangers of local communities burning waste, as a means of disposal. Establishment of municipal by-laws governing the burning of waste.
TERRESTRIAL ECOSYSTEMS		
<i>Land-based living (biotic) and non-living (abiotic) factors which make up a functional ecological unit</i>		
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> Loss, transformation and degradation of natural habitat through cultivation, overgrazing, human settlement, afforestation, mining, and alien plant invasion results in ecosystem degradation and species loss. Exploitation and unsustainable harvesting of natural resources (e.g. overgrazing, medicinal plants and firewood). Fragmentation of habitat and loss of green corridors. Undesirable development patterns that impact on environmentally sensitive areas. Threats to the conservation of biodiversity within the iSimangaliso Wetland Park's Zone of Influence. Widespread encroachment of alien 	<ul style="list-style-type: none"> UKDM abounds in exceptional biodiversity, which offer a host of goods and services. The district covers a large portion of the northern part of the Maputaland-Pondoland-Albany biodiversity hotspot; specifically the Maputaland subsection. UKDM contains three TFCAs - Usuthu-Tembe-Futi TFCA; Ponta do Ouro-Kosi Bay TFCA; Nsubane-Pongola TFCA. Large portion of district is formally protected and UKDM contains a World Heritage Site (iSimangaliso Wetland Park). High ecotourism potential including most of KZN's Big Five Game Reserves to be found in this district. Various research and monitoring programmes. 	<ul style="list-style-type: none"> The UKDM contains a wealth of natural resources, which need to be appropriately protected to ensure that the associated environmental goods and services are not jeopardised. Strategic planning processes to be informed by EKZNW's CBAs. Apart from the regulatory authority and other commentary authorities, specific requirements of EKZNW and the iSimangaliso Wetland Park Authority to be met when conducting EIAs. Protection of threatened ecosystems and buffers in UKDM, including the following: <ul style="list-style-type: none"> Sand Forest is a critically endangered vegetation type with the conservation target of 100%. Therefore all remaining patches of sand forest need the strongest conservation measures. The main threats are the clearance of trees for slash and burn cultivation and the extraction of wood. All remaining patches outside of the proclaimed reserves need to be identified and management initiatives to be put in place.

<p>vegetation threatens biodiversity.</p> <ul style="list-style-type: none"> • Lack of cohesive land planning and compatible land uses. • Inadequate services in rural areas. • Development pressures of uncontrolled informal and formal settlements on natural areas of high biodiversity. • Bush encroachment (i.e. indigenous plants that tend to become abnormally abundant when the area is degraded or overgrazed). • Deforestation. • Uncontrolled fires. • A changing climate threatens species and ecosystems. • Illegal forestry by small growers. • Illegal use of resources (e.g. poaching, smuggling, trade). • Riparian areas and sensitive species being cleared for subsistence farming by poor communities who are dependent on natural resources. • Capacity to identify requirements and obligations in terms of National Environmental Management Act (Act No. 107 of 1998) (NEMA), National Environmental Management: Biodiversity Act (Act No. 10 of 2004), National Water Act (Act No. 36 of 1998), National Forests Act (Act No. 84 of 1998) and Conservation of Agricultural Resources Act (Act No. 43 of 1983) (amongst others). 	<ul style="list-style-type: none"> • Employment opportunities in the developing ecotourism / wildlife based industries for local communities. • Wood forests provide an extensive resource base including mushrooms, wild fruits, honey and thatching grass. These products provide an important source of livelihood and income for local people. • Job creation for clearing of invasive alien plant species in the area. • EKZNW's Systematic Conservation Plan affords good guidance to sustainable planning. • Dedicated biodiversity custodianship under EKZNW. • Wealth of knowledge with regards to UKDM's terrestrial ecosystems. • Strong sense of place. • Favourable year-round climate. 	<ul style="list-style-type: none"> ▪ Coastal grasslands is a highly threatened vegetation type with heavy grazing pressure in this region and urban development pressure further south. The threat of alien weed infestation is considerable. • iSimangaliso Wetland Park Authority to comment on any development within the park's Zone of Influence. • Expand on IUCN METT assessments. • Protection of protected fauna and flora species. • DukuDuku onsite resettlement project to be aligned with EMF. • Establishment of co-operative governance, around the issue of land ownership in order to monitor development. • Eradication of alien invasive species (terrestrial and aquatic). • Conservation of the Important Bird Areas. • Maintenance of open space systems in settlements. • Quantify the economic value of terrestrial ecosystem goods and services.
<p>COASTAL & ESTUARINE ENVIRONMENTS</p>	<p><i>Coastal Zone - the area comprising coastal public property, the coastal protection zone, coastal access land and coastal protected areas, the seashore, coastal waters and the exclusive economic zone and includes any aspect of the environment on, in, under, and above such areas. Estuaries - a body of surface water that is part of a watercourse that is permanently or periodically open to the sea, or in which a rise and fall of water level as a</i></p>	

Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> • High environmental sensitivity to development and other forms of anthropogenic pressures. • Disruptions in terrestrial and wetland processes will also disrupt estuary and coastal processes. • Water bodies (estuaries) at the lower reaches of catchments and therefore prone to reductions in freshwater flows, eutrophication and unfavourable levels of turbidity. • No established estuary or coastal management forums. • Local communities poorly educated, rural and poverty stricken, highly dependent on the natural resources. • Much of the Mfolozi and Mkuze river catchments lie outside of UKDM boundaries. • Situated adjacent to the Mozambique border and isolated. • High dependence on eco-tourism as the only main form of revenue. • Damaged hydrological functioning of St Lucia Estuary due to artificial diversion of Mfolozi River. • Regular and prolonged closure of St Lucia Estuary mouth. • Situated in a region that experiences periodic tropical cyclones and floods. • Poor catchment management of Mfolozi & Mkuze catchments. • High levels of agriculture & erosion in Mfolozi & Mkuze catchments. • High density of alien plants and 	<p style="text-align: center;"><i>result of the tides is measurable at spring tides when the watercourse is open to the sea or in respect of which the salinity is measurably higher as a result of the sea's influence</i></p> <ul style="list-style-type: none"> • World Heritage Site, Ramsar and Marine Protected Area status. • International collaborations and conventions for conserving these environments. • Formulation of the iSimangaliso Global Environmental Facility Project (iSimangaliso Wetland Park Authority, 2011b). • Enabling legislative framework for protection and sustainable use. • Political support for sustainable utilisation. • Official management bodies (iSimangaliso Wetland Authority & EKZNW) and historically effective implementation of management measures (good enforcement and co management record). • Presence of skilful environmental experts in the province to advise management. • Large volume of literature on the environment. • Outstanding example representing significant on-going ecological and biological processes in the evolution and development of terrestrial, freshwater, coastal and marine ecosystems and communities of plants and animals (one of the criteria that gave the area World Heritage status). • Superlative natural phenomena and areas of exceptional natural beauty and aesthetic importance. One of the criteria that gave it World Heritage status. 	<ul style="list-style-type: none"> • The iSimangaliso Wetland Park is a World Heritage Site. Environmental Management efforts must ensure that this status is maintained and supported. IMP for the Park to be adopted and integrated into the EMF. • iSimangaliso Wetland Park Authority to comment on any development within the park's Zone of Influence. • Ensure sustainable utilisation of resources for future generations. • Reduce high concentrations of suspended inorganic sediments (not turbidity). • Increase the volume of freshwater inflow into the four estuaries. • Development of an estuary management forum. • Restoration of the health of St. Lucia Estuary. • Quantify the ecological reserve needed by each estuary to ensure adequate and sustainable functioning. • Ensure adequate estuary mouth management aimed at restoring nursery and hydrodynamic functioning. • Ensure that nutrient concentrations do not exceed unfavourable levels. • Ensure minimal development and only eco-friendly, low density, low impact developments (e.g. bird hides, board walks). • Support environmental & ecological monitoring. • Enhance diversity, restore mangrove forest, nursery and estuary function. • Holistic and efficient management aimed at ensuring the maintenance of healthy sandy beaches, rocky shores and coastal dunes. • Delineation of coastal setback lines. • Southwards extension of Maputaland Marine Protected Area. • Offshore extension of marine protected area. • Mitigate offshore oil spills when they occur. • Mitigate the impacts of ships wrecking.

<p>commercial forestry in catchment (reduced freshwater flows into estuarine systems).</p> <ul style="list-style-type: none"> • Overgrazing from cattle and goats in the estuarine functional zone. • Oligotrophic seawaters have limited productivity for commercial harvesting. • Situated adjacent to major shipping route. • Limited quantification and knowledge of the value of ecosystem services accrued by the coastal-marine environment. • Historical controversial context of the declaration of many of the protected areas within the UKDM resulting in current unresolved land claims. Slow resolution of land claims. • Disregard for many of the laws & regulations governing the estuarine & coastal-marine environments (poaching, over-harvesting, unscrupulous & unauthorised developments and activities). • Lack of support for conservation from locals (especially Kosi Estuary). • Unauthorised developments in the estuarine functional zone or within a suitable buffer encompassing estuaries. • Estuarine and marine off take. • Commercial harvesting of fish in estuaries. • Far from harbours to facilitate naval presence and policing of coastal waters. • Poor performing WWTWs. • Sandy soils and high water table, increases risks of water 	<ul style="list-style-type: none"> • Contains important and significant natural habitats for <i>in-situ</i> conservation of biological diversity, including those containing threatened species of outstanding universal value from the point of view of science or conservation (one of the criteria that gave the area World Heritage status). • High biodiversity. • Diverse ecosystems and habitats. • Breeding populations of threatened species (turtles, estuarine birds etc.). • Situated in a biogeographic transition zone. • Southern-most coral reefs on the African continent and only district municipality to have this habitat type. • Highest and oldest vegetated coastal sand dune cordon in the world. • Largest estuarine system on the African continent. • Important fossil deposits of estuarine & marine organisms on the western shores of St Lucia Estuary. • Largely unmodified by anthropogenic influences. • Large and unfragmented system (likely to be more resilient than other comparable systems that are fragmented). • Isolated from industrial developments and large human settlements. • High value of ecosystem services (natural resources, fish-nursery function, protection of fish spawner biomass, carbon sequestration). • High eco-tourism value and potential (diving, fishing, bird watching etc.). 	<ul style="list-style-type: none"> • Renew or maintain beaches to pristine state with zero pollution • To attain a balance between ecological needs and tourist preference. • Renew awareness of the problems of dune trampling. • Holistic and efficient management aimed at ensuring the maintenance of healthy reefs • Ensure that nutrient concentrations inshore do not exceed unfavourable levels. • Ensure that Ragged-tooth Sharks are not disturbed significantly while gestating at Quarter Mile Reef. • Minimise levels of disturbance on reefs. • Monitor extent of coral bleaching. • Protection & maintenance of populations of key species. • Continue monitoring of breeding turtle populations. • Manage alien invasive species to ensure no displacement of indigenous species and safe guard ecosystem functioning and processes. Conservation of indigenous species. • Paradigm shift in attitudes on keeping fish. Encourage catch and release. • Quantify the economic value of marine ecosystem services and resources.
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<p>pollution/eutrophication.</p> <ul style="list-style-type: none"> • Ecological water requirements not determined for Kosi & Mgobezeleni Estuaries. • Limited knowledge on the hydrology of Kosi Estuary. • Insufficient estuarine and coastal ecological monitoring. • Increasing tourism impacts on the coastal environment and coral reefs. • Increased tourism demand for seafood and bait leading to commercialization of traditionally subsistence fisheries which are most likely not be sustainable. • Increased fishing effort and pressure on fish stocks. • Despite good historical record of compliance with respect to natural use of coastal resources, increased commercialization and demand for seafood products is resulting in increased compliance problems. • Dukuduku development within iSimangaliso's Zone of Influence. Loss of sensitive habitat due to dependence of community on natural resources. 	<ul style="list-style-type: none"> • Existing tourism largely well aligned with conservation and community needs. • Communities have economic involvement in tourism and conservation. • Strong sense of place. • Pristine clear-water beaches with limited debris. • Favourable year-round climate. • Accessible. 	
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PROTECTED AREAS		
<i>Areas of land or sea that are formally protected by law and managed mainly for biodiversity conservation</i>		
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> • Encroachment of disparate land uses and activities within buffer zones of protected areas, which are not sustainable and potentially jeopardise the integrity of sensitive habitat and species. • Invasion of Ndumo Game Reserve. • Poaching. 	<ul style="list-style-type: none"> • Rich biodiversity and high levels of endemism are encountered within the UKDM, which is as a result of the myriad of ecosystems and large areas that fall under public and private game reserves. potential for meeting biodiversity targets. • Large portion of district is formally protected. UKDM includes the 	<ul style="list-style-type: none"> • IMPs of protected areas should observe and integrate EMF. • The iSimangaliso Wetland Park is a World Heritage Site. Environmental Management efforts must ensure that this status is maintained and supported. • Support and facilitate land planning and practices that enhance the overall biodiversity values and the role the region can plan in conserving the components of the northern part of the Maputaland-Pondoland-Albany biodiversity

<ul style="list-style-type: none"> • Current reserve/protected area network does not encompass full spectrum of species and habitats to maintain the biodiversity processes which make up the Maputaland-Pondoland-Albany biodiversity hotspot; specifically the Maputaland subsection. • Free flow of illegal game meat and other biodiversity products across the Mozambique border. • Lack of funding in conservation programmes. • Possible market saturation as more and more game areas enter the tourism market. 	<p>iSimangaliso World Heritage Site, Ramsar sites, and Terrestrial and Marine Protected Areas.</p> <ul style="list-style-type: none"> • Enabling legislative framework for protection. • Dedicated biodiversity custodianship under EKZMW. • Well-developed IMPs. • Ndumo - greatest bird species diversity within South Africa - Ramsar site. • Tembe Elephant Park contains one of only three original elephant populations (the <i>Maputaland Coastal elephant</i>) of South Africa as well as been recognised as containing some of the biggest ivory (Tuskers) in Africa. • High ecotourism potential including most of KZN's Big Five Game Reserves to be found in this region. • The main part of EKZMW rhino expansion programmes fall in the district. • Various environmentally sensitive areas are not formally protected. Future potential for contributing towards provincial biodiversity targets. • Opportunity to create Community Conservation Areas to support conservation in the district. • uMkhanyakude forms part of the Lubombo TFCA. TFCA offers a potential opportunity for animals (specifically elephants in the case of the Futi corridor) to occupy larger areas. TFCA also offers opportunities to broaden the region's economy based on wildlife and ecotourism industries. • The IUCN based METT assessments have been carried out on the bulk of 	<p>hotspot.</p> <ul style="list-style-type: none"> • Support and facilitate land planning and practices that enhance the overall objectives of the three TFCA initiatives. • Support and facilitate land planning and practices that enhance the overall economic objectives based on wildlife industries that are compatible with the regions overall biodiversity values including ecotourism developments, stewardship programs and Community Conservation Areas. • Game farming within the carrying capacity of existing veld resources. • Protection of buffer zones and transitional zones. • Advocate community conservation ventures and commensurate activities in buffers. Alignment with Buffer Policies of Protected Areas and the Zone of Influence Policy of the iSimangaliso Wetland Park Authority. • Maintain working relationships between the various spheres of government to ensure a collaborative effort to conserve UKDM's protected areas and their adjoining buffer zones.
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	<p>KZN Wildlife Protected areas, and most of the larger UKDM reserves scored close to or above the national minimum standard.</p> <ul style="list-style-type: none"> • Good conservation practices and expertise. • Well-developed reserve biodiversity / species management plans for black & white rhino; elephant and wilddog. • Employment opportunities in conservation areas for local communities. • Protected areas afford opportunities for environmental education. • Wealth of knowledge with regards to UKDM's protected areas. 	
<p>SOCIO-ECONOMIC ENVIRONMENT</p>	<p><i>The combination of the social and economic conditions in a region, that form part of the overall environment</i></p>	
<p>Constraints, Weaknesses & Issues</p>	<p>Strengths & Opportunities</p>	<p>Management Priorities</p>
<ul style="list-style-type: none"> • UKDM's social vulnerability is thought to be high due to the following driving forces: <ul style="list-style-type: none"> ▪ It has the highest malaria prevalence in the country; ▪ 20-30% of adults are HIV positive; ▪ Tuberculosis is a major cause of mortality; ▪ The population structure is such that there is a high dependency ratio (many children and the elderly relying on a smaller proportion of working age adults); ▪ Unemployment is very high, estimated at 66-90%; ▪ Education levels are low, with 30% having received no formal education at all. 	<ul style="list-style-type: none"> • The key drivers of local economy in uMkhanyakude are agriculture, services, tourism and retail. • UMDA serves as a dedicated Local Economic Development Agency in the sub region. • uMkhanyakude is designated as a presidential node to redirect public funding to priority areas for poverty alleviation. • The LSDI is a joint programme by South Africa, Swaziland and Mozambique to unlock economic development potential of the wider Lubombo sub-region within the framework of the SADC. • UKDM is strategically located as a border district. Lavumisa and Ponta D'Oro border post are the most 	<ul style="list-style-type: none"> • Improvement of communication lines between the UKDM and the communities. • Provision of adequate services and social amenities. • Poverty alleviation and job creation. • Curbing HIV/AIDS. • Curbing corruption. • Safety and security. • Growing the economy (Local Economic Development). • Allowance for development that serves the people of UKDM in terms of their psychological, physical, developmental, cultural and social interests equitably. • Ensure good governance in environmental management, including ensuring openness and transparency, participation, accountability, effectiveness, coherence and consistence. • Focus environmental education initiatives initially around sensitive areas. Where appropriate, build educational component into tourism attractions to ensure proper

<ul style="list-style-type: none"> • The environment in the district sustains a large subsistence population which rely on resource exploitation for survival due to lack of diversification in the local economy and lack of skills to drive such diversification. • The essentially rural character of the district and its economic dependency on the region's economic centres. • Movement of criminals to- and from Mozambique facilitated by border crossing. Illegal activities in the Mbangweni Corridor. • Backlogs in service provision. • Migration of workers, mostly male, causing social and economic dependence on women-led households. • There are a higher number of females in there district than there are males, even though males occupy a higher proportion of the labour force. • The district is relatively isolated from the rest of KZN.I • The majority of the population has little to no skills which limits the job opportunities that they can pursue. • Strong dependency on social grants. • Overdependence of government for income generation. • Lack of diversification of economic activity. • Mismanagement of funds and unqualified audit reports. • Lack of financial resources to implement strategies and plans. • Political instability and lack of political 	<p>strategic borders South of Swaziland and Mozambique.</p> <ul style="list-style-type: none"> • The presence of traditional authorities facilitates community support and ownership of developmental activity. • Community structure and strong cultural background of the people. • Historical and cultural assets. • iSimangaliso is a large contributor to tourism and socio-economic related benefits in the district. • Mkhuze Regional Airport is an investment that triggers business opportunities in the area. • The Jozini Dam forms an integral part of the economy of the region. • The N2 running through the UKDM is a major strength to the district as it provides opportunities for growth and economic stimulation in the economy. • Through female education and policies promoted to uplift the status of women, UKDM can increase the labour force and economic activity. Major social benefits of female education include increase household health and nutrition contributing to raising the standard of living. • A large pool of youth which can contribute to the development of UKDM. • Food security projects can be generated through the agriculture sector. • Current projects, strategies and plans emphasize need to community development. • Opportunities in the agro processing and tourism industries. • Vast tourism potential of UKDM in terms 	<p>environmental management of sensitive areas.</p> <ul style="list-style-type: none"> • Labour intensive projects. • Urban renewal for major towns. • Optimise tourism potential. • Prioritise investment in economic opportunities. • Establish opportunities for small, medium, and micro businesses. • Local communities to benefit from Communal Conservation Areas.
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<p>will.</p> <ul style="list-style-type: none"> • Lack of capacity for effective governance. • Shortage of appropriate skills and training resource. • Balancing economic development with environmental protection. • Lack of public environmental awareness. • Impacts of environmental pollution on human health. • Outbreaks of contagious diseases. • Environmental legal process delay implementation of development. • Big divide between extensive planning, strategy, research and policy development and the lack of implementation due to capacity, political will and finance. 	<p>of biodiversity, recreational opportunities, visual appeal, heritage and culture, etc.</p> <ul style="list-style-type: none"> • Contribution of game farming (appropriately managed) and associated eco-tourism activities to regional and provincial economy. • Since SMMEs contribute to job creation, there is an opportunity, particularly in the tourism sector to increase support and encourage SMMEs. 	
<p>INFRASTRUCTURE & MUNICIPAL SERVICES</p>	<p><i>The basic facilities, services, and installations needed for the functioning of a community or society</i></p>	
<p>Constraints, Weaknesses & Issues</p>	<p>Strengths & Opportunities</p>	<p>Management Priorities</p>
<ul style="list-style-type: none"> • Settlement patterns within the rural communities are characterised by widely dispersed dwellings, which complicates service delivery. • Aged infrastructure. • Service backlogs in rural areas. • Vandalism of services infrastructure. • Illegal water connections. • Lack of capital funds for infrastructure development. • Environmental legal processes delay development. • Lack of formal solid waste disposal sites. 	<ul style="list-style-type: none"> • EMF intended to facilitate development in terms of the EIA process in areas where the environment permits. • Improved service delivery would speed up development and enable economic investment in the area. • Jozini Dam is a major source of drinking water, irrigation water for agriculture, and a catalyst for urban development and economic growth. It is also a source of renewable energy (hydropower). • N2, R22 and R66 - provide opportunities for growth and economic stimulation in the economy. 	<ul style="list-style-type: none"> • Access to Free Basic Services for all residents within the district. Eradicate services backlogs. • Upgrade / refurbish existing infrastructure – optimisation. • Improve and focus investment in the services. • Development and Implementation of Integrated Waste Management Plan for the district. • Empower local rural communities to dispose of their waste in an environmentally sustainable manner instead of dumping or burning waste material. • Creation and improvement of transport linkages to provide access to isolates areas, to support potential economic activity (increased tourism and movement of goods) and to improve social activities (recreation, access to health and education). • Urban renewal.

<ul style="list-style-type: none"> • Inadequate formal waste water treatment. • Lack of maintenance of infrastructure. • Lack of capacity and resources within municipalities; • Lack of by-laws; • Unemployment of majority of population makes payment for services difficult. • Need for basic water, sanitation, electricity and housing infrastructure. • There is no easy access to education for 25 percent of households, particularly rural areas. Thus serving as a threat to the development of human capital required to uplift the social and economic conditions of the area. • Healthcare in the area is unspecialised due to lack of infrastructure, capacity and finance. • Lack of infrastructure inhibits growth and development. • Prioritisation on short term gains. • A poor road network limits economic activity in the district. • Lack of capital to fund proposed infrastructure costs • Capacity to identify requirements and obligations in terms of NEMA, National Water Act (Act No. 36 of 1998), Mineral and Petroleum Resources Development Act (Act No. 28 of 2002) and National Environmental Management: Waste Act (Act No. 59 of 2008) (amongst others). 	<ul style="list-style-type: none"> • UKDM is South Africa's nearest access point into Mozambique and is also close to Swaziland. This provides opportunity for tourism and other economic activity both directly and from spillovers. • Legal and policy frameworks in uMkhanyakude and at provincial level for support. • Spatial, economic and social planning in the district and its local municipalities are extensive and have unified goals and objectives. • There are identified economic opportunities to tourism and agriculture to the uMkhanyakude economy, with current projects and implementation plans already in place. • The ecosystem and environmental assets of the district are abundant. • Large labour force attracts labour intensive sectors. • The Lebombo SDI initiatives in the area result in an increase in investment and improved infrastructure. • Solid waste management can lead to opportunities for income generation, environmental sustainability and improved health. • Improved infrastructure and support services directed at agriculture and tourism will generate high return rates and boost economic activity, create labour-intensive jobs and raise skill levels in the area as well as diversify the market. • Urban restructuring and densification. 	<ul style="list-style-type: none"> • Action plan for promoting renewable energy. • Suitable waste management system. • Permitting of waste disposal sites. • Waste disposal sites and WWTWs to be operated in accordance with legal requirements. • Water conservation and demand management strategy. • Enforcement of Local-, Regional- and National Legislation and Policies. • Waste recycling to be encouraged. • Control illegal dumping and eradicate dumping hotspots.
<p>AGRICULTURE</p>	<p><i>The science or practice of farming, including cultivation of the soil for the growing of crops and the rearing of</i></p>	

<i>animals to provide food and other product</i>		
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> • Land with high agricultural potential is under threat from unsustainable land uses, poor agricultural practices and land reform. • Agricultural activity in erodible, steep or environmentally sensitive land. • Loss of productive agricultural land. • Unsustainable subsistence farming practices. • Highly-erodible soils within catchment areas aggravated by over grazing of livestock. • Access to markets. • Harsh climatic conditions such as high temperatures and heavy rainfall. • Threats from climate change. • Poor soils and rugged terrain in some parts. • Crop dusting - fertilizers and pesticides pollute rivers. • Habitat transformation / bush encroachment. • Lack of knowledge and skills. • Shortfalls in terms of post settlement support. • Removal of riparian vegetation and wetlands to make way for subsistence farming. • Slash and burn of riparian and swamp forest areas within iSimangaliso Wetland Park. • The presence of a botanically/faunal rich areas such as the Sand Forest type habitat characterised by high levels of endemism, while of considerable importance from a 	<ul style="list-style-type: none"> • Agriculture constitutes one of the key drivers of local economy in the district. • Water available for irrigation from the Jozini Dam. • Production, processing and marketing (export) of agricultural produce, with associated economic benefits. • Temperate, subtropical climate at Makhathini Flats allows for a large variety of crops to be grown. The area is characterized by high agricultural potential. 	<ul style="list-style-type: none"> • UKDM's vision for the agricultural sector includes becoming a food production centre and an export earner, as well as being a major value add centre. • Areas with good accessibility set aside for processing and packaging of commercial crops. • Invest in better agricultural education and land care programmes. Build capacity surrounding farming methods to local subsistence farming. • Diversification of agricultural practices to prevent monoculture crop production and establish good farming practices. • High potential agricultural land set aside for agricultural purposes. • Sustainable and environmental friendly irrigation practices. • Sustainable grazing practises. • Providing the necessary support to emerging farmers.

<p>biodiversity perspective carries little advantage for the poor rural human communities which rely on these resources for survival as subsistence.</p> <ul style="list-style-type: none"> • Loss of agricultural production associated with land reform. • Capacity to identify requirements and obligations in terms of NEMA, National Water Act (Act No. 36 of 1998) and Conservation of Agricultural Resources Act (Act No. 43 of 1983) (amongst others). 		
<p>HERITAGE RESOURCES</p>	<p><i>Any place or object of cultural significance (i.e. aesthetic, architectural, historical, scientific, social, spiritual, linguistic or technological value or significance)</i></p>	
<p>Constraints, Weaknesses & Issues</p>	<p>Strengths & Opportunities</p>	<p>Management Priorities</p>
<ul style="list-style-type: none"> • Lack of public awareness of the relevance of the heritage sites in the district. • Heritage component is often overlooked during development. • Lack of authenticity of the Zulu culture. • Development pressures. • Capacity to conserve and maintain heritage resources. • Vandalism and disrepair to heritage resources. • Difficult to access information. • Lack of preservation of heritage sites (e.g. access control). • Difficult to access. • Lack of signage. • Lack of funding. • Capacity to comply with National Heritage Resources Act (Act No. 25 of 1999). 	<ul style="list-style-type: none"> • UKDM contains various heritage and cultural resources, such as Border Caves, Ghost Mountain, Usuthu Gorge, King's palace (Ingwavuma) and royal burial sites. • The district contains the iSimangaliso World Heritage Site. • The district's heritage contributes to its sense of place. • Heritage resources serve as tourist attractions. • Potential to generate income for community. • Benefits to academic research. • Free access. • Provides insight to the history of the Zulu leadership and native culture. 	<ul style="list-style-type: none"> • Preservation of UKDM's heritage resources. • Audit all existing facilities, in terms of status, management and potential. Detailed inventories of Heritage Resources should be compiled and mapped. • Heritage impact assessments to accompany relevant developments. • Optimise tourism potential offered by heritage and cultural resources. • Incorporate heritage considerations into development proposals. • Clear institutional responsibilities at a municipal level for heritage preservation.

TOURISM		
<i>Travel for predominantly recreational or leisure purposes or the provision of services to support this leisure travel</i>		
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> • Lack of adequate infrastructure and municipal services. • Poor road conditions and lack of adequate public transport • Lack of accommodation especially targeting high income tourists in the greater area. • Limited access by communities to tourism opportunities and craft markets. • Leakage of tourism revenue from the district. • Safety and security of tourists. • Lack of benefits to local communities from tourism opportunities. • Inadequate marketing of heritage resources. • Risks of loss of sense of place through incongruent tourism development. 	<ul style="list-style-type: none"> • Tourism constitutes one of the key drivers of local economy in the district. • Host of tourism activities available in UKDM. • iSimangaliso Wetland Park World Heritage Site. • Attractive climate for tourism. • Exceptional biodiversity and natural resources afford UKDM a high tourism potential. • Large portion of district set aside for conservation, in protected areas, Community Conservation Areas and private game reserves. • Tourism opportunities afforded by the LSDI. • Established tourism sector. • Diversification of tourism opportunities and target markets. • N2, R22 and R66 are significant movement corridors. • Border post with Mozambique. • There is a rich historical and cultural background to the area. • Tourism related activities provide an economic incentive to safeguard and restore heritage sites. • Opportunity to develop community tourism activities. • Tourism will allow for sectors to pool resources to develop infrastructure, which is required or more than on sector. Thus increasing coordination and management activity at the same time. 	<ul style="list-style-type: none"> • Enhancing the tourism experiences available in uMkhanyakude through diversification in the type and range of facilities available. • Upgrading of road infrastructure. • Upgrading of tourism facilities. • Improve signage on roads. • Empowerment of emerging and small tourism businesses • Develop a tourism body in the municipality to regulate and aid the tourism sector. • Marketing of uMkhanyakude as a prime tourism destination • Forming of partnership for tour packages. • Partnership with NGOs to create a holistic environmental education and tourism hub. • Encourage local tourism, as opposed to mainly focussing on foreign tourists. • Partnerships and co-operation between the public and the private sector. • Attract investment for tourism development. • Audit all existing facilities, in terms of status, management and potential. • Stimulate BB's in previously disadvantaged areas. • Link to larger tourism strategies. • Give effect to a tourism infrastructure rehabilitation program. • Implementation Tourism Strategy in order to optimise the exploitation of the area's tourism potential. • Develop a tourism development plan with clear guidelines and involve existing tourism business owners and the local communities. • iSimangaliso Wetland Park Authority to comment on any development within the park's Zone of Influence.

	<ul style="list-style-type: none"> • Potential to create strong relationship with the Ingonyama Trust Board. • Creating environmental awareness through education. 	
MINING		
<i>The process or business of extracting ore or minerals from the ground</i>		
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> • The occurrence of mineralisation is sparsely distributed across the uMkhanyakude district. • Surface water pollution (e.g. contaminated runoff). • Groundwater pollution. • Air pollution (e.g. dust). • Absence of / inadequate rehabilitation. • Capacity to identify requirements and obligations in terms of NEMA, Mineral and Petroleum Resources Development Act (Act No. 28 of 2002), National Water Act (Act No. 36 of 1998) and National Environmental Management: Biodiversity Act (Act No. 10 of 2004) (amongst others). 	<ul style="list-style-type: none"> • The Somkhele Coal Mine has one of the largest reserves of open-pit anthracite in the country. 	<ul style="list-style-type: none"> • Coordinated compliance monitoring and enforcement of mining activities. • Mapping of mineral resources and areas set aside for prospecting. • Establish rehabilitation specifications for mined areas. • Mining activities for high priority mineral deposits. • Implementation of Integrated Water and Waste Management Plans. • Compliance of mining activities with authorisation conditions.
PLANNING & DEVELOPMENT		
<i>Spatial Planning = planning process that is inherently integrative and strategic, takes into account a wide range of factors and concerns and addresses how those aspects should be arranged on the land</i>		
Constraints, Weaknesses & Issues	Strengths & Opportunities	Management Priorities
<ul style="list-style-type: none"> • Private land transactions with the local traditional council leaders without any development approval (particularly high negative impacts when occurring inside the iSimangaliso Wetland Park World Heritage Site). • Sustainability of successfully claimed land. • Dysfunctional spatial form with low density rural sprawl complicates 	<ul style="list-style-type: none"> • Comprehensive spatial, economic and social planning in the district and its local municipalities with unified goals and objectives. • Investment in the district promoted through the LSDI. • The district has been prioritised by both national and provincial government. • The district has the opportunity to use the shift in population from rural areas 	<ul style="list-style-type: none"> • The District's EMF has considered the SDFs. It is therefore imperative that the EMF to be integrated into the SDFs. • UKDM's corridor strategy rests on the strengths of the district in terms of its economic advantages based on (1) location and (2) the two main sectors of economic activity, namely agriculture and tourism. • Need for MOA's to be signed with the Ingonyama Trust Board in terms of land development. Environmental Education Programme to be implemented that specifically targets the Traditional Leaders in the district.

<p>access to services and employment.</p> <ul style="list-style-type: none"> • Poor condition of the roads within the district hampers access and economic development. • Disparate development in the vast areas that fall under traditional leadership in UKDM. • Land that is subject to competing forces, where opposing parties have different requirements for the utilisation of the land. • Lack of implementation and <i>ad hoc</i> implementation. • Significant areas under land claims. • Over-ambitious development proposals. 	<p>to small towns to ensure effective service delivery and improved access to services and facilities.</p> <ul style="list-style-type: none"> • Opportunity to use the myriad of funding mechanisms to ensure sustainable development and job creation. 	<ul style="list-style-type: none"> • Opportunity for Community Conservation Areas to be explored through planning mechanisms. • Maintain working relationships between the various spheres of government to ensure a collaborative effort to conserve UKDM's protected areas and their adjoining buffer zones, through prudent planning.
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3.1.13. Environmental Sector involvement in the District

The availability of the technical support through the DEA Local Government Support (LGS) official has already been highlighted above. Such technical support is also augmented by the present within the District, of the provincial Economic Development, Tourism & Environmental Affairs (EDTEA) Municipal Support officials. Their participation in the municipal forums such as the District Planners Forum allows for environmental issues to be considered and inputs to be made in the municipal planning processes.

The following will be the focus of the sector in the District in 2017/2018 FY:

- Facilitate the IWMP development/review of the following municipalities:
 - uMkhanyakude District Municipality
 - Jozini Municipality; and
 - Big Five Hlabisa municipality
- Implementation of the KZN Ndumo-Tembe project: This is a DEA EPIP-funded “People & Park” project, which would include construction of 5 x Sleeper Staff Accommodation at Ndumo Nature Reserve; 5 x Sleeper Staff Accommodation at Tembe Elephant Park, and construction of Abattoir. The project will be implemented by KZN Ezemvelo Wildlife

3.2. Agriculture & Afforestation

Agriculture is regarded as one of the cornerstones of uMkhanyakude District’s economic development. A large portion of land in UKDM, which is predominantly located in the eastern part of the district, consists of high agricultural potential. Approximately 20% of the district is considered to have high potential agricultural land with 52 % classified as having medium potential. However, Land with high agricultural potential is under threat from unsustainable land uses, poor agricultural practices and land reform. Without suitable protection the potential to use this land for productive commercial agriculture will not be realised.

JOZINI LM

Historically, the greatest density of local inhabitants to the region surrounded the floodplain areas of the major rivers. People have depended on the resources of the floodplains, which has been an important source of fish (main protein source) and building materials (reeds and thatching) as well as a source of water.

The purpose of the development of Pongolapoort (Jozini) Dam on the Pongola River (constructed between 1963 and 1973) was to develop formal large-scale agriculture and provide a reliable source of irrigation water to the fertile alluvial soils of the areas immediately downstream of the dam (Pongola Floodplains) and the areas flanking the Pongola Floodplains, namely the Makatini Flats. Of the estimated 40 000 to 50 000 Ha of irrigated fertile lands that the dam was able to support, only some 3 000 Ha was ever developed into viable sugar fields (WRC, 2009).

The development of the Pongolapoort Dam has impacted on the natural hydrological cycling of the river system and, initially, decreased the seasonal floodwaters that were vital to maintenance of ecological functionality in terms of governing vegetation structures, alluvial deposition (the dam traps up to 95% of fertile sediments) and fish migrations. Baseflow of

release of the dam is maintained at 5m³/s, with simulated flood conditions increasing this up to 850m³/s, which is maintained for 3 to 4 days (DWA, 2007).

The dominant formal crop in the region is sugarcane. Formal agriculture has had an impact on the local watercourses. Sugarcane farming practices tend to encroach to within the riparian areas of rivers, which has a negative impact, and the high volumes of irrigation water required means that the watercourses receive a substantial amount of agricultural runoff. Contaminants would include agrochemicals (pesticides and fertilisers) and silts. Waste and bi-products from the milling of cane are potentially and historically sources of significant organic pollution.

Afforestation within the catchment area is regarded as one of the largest “users” of the water resource, removing a large proportion of the water resource from the aquatic environments. Afforestation usually occurs within the higher-lying areas of the catchments where the sources of many of the streams occur from hill-slope seepage wetlands within the mountains. Afforestation is also the introduction of exotic, and very often highly invasive, species to an area. If not adequately managed, these species quickly spread along the watercourses.

Agriculture, afforestation, overgrazing, unstructured urban sprawl (including informal settlements) have all contributed to degradation of the catchment areas. It is reported that degraded areas account for 16% of the Jozini JM (Marais, 2011). Looking at river catchment areas, 3% of the catchment of the Great Usutu River, 19% of the catchment of the Pongola River, and 15% of the catchment of the Mkuze River is regarded as degraded. This is mostly due to severe erosion or high-density exotic vegetation inundation.

Umhlabuyalingana LM

The Umhlabuyalingana LM is bordered by the Pongola River in the west and therefore incorporates the Pongola Floodplains and Makatini Flats – both areas of formal, irrigated croplands. Only sporadic subsistence agriculture takes place within the central and eastern areas. This is partly due to the general lack of watercourses, and therefore permanent water for irrigation of crops, and partly due to the area being poorly drained. Large expanses of flooded areas occur seasonally that would merely drown out croplands. The result of this area being largely unsuitable for agriculture is that the greater area has remained in a near natural ecological state.

Big Five Hlabisa LM

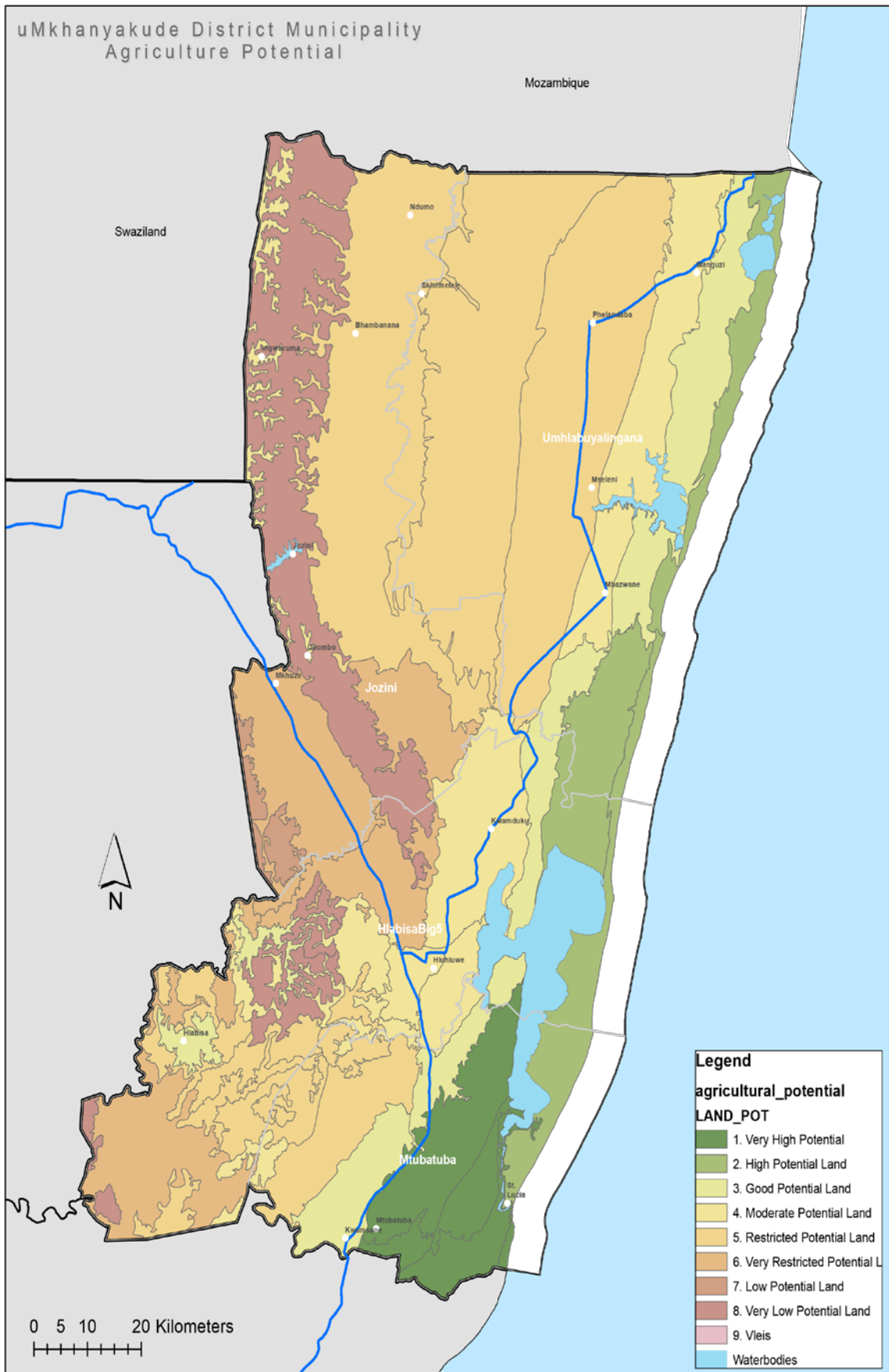
Big Five Hlabisa has the combination of both subsistence and commercial agriculture. Subsistence agriculture is the most wide-spread in the old Hlabisa municipality side, covering most of the area. The area is not regarded as an area with a high agricultural potential, with only 20% of the area being thought to be arable. The majority of this area is degraded through extensive settlement and other land uses. In the then Big Five False Bay municipality, there are large areas under commercial and subsistence agriculture around Hluhluwe. However the area is not conducive to supporting large scale agriculture. Subsistence sporadic agriculture does occur.

Mtubatuba LM

The Mtubatuba LM is regarded as the least rural municipal areas of the UKDM. Expansion of the Isimangaliso Wetland Park has meant that competition of land resources has grown within the municipal area – especially within the southern areas. The local municipality has therefore “firmed up” its urban edge development strategy as a way of protecting the commercial agriculture and forestry. This LM also incorporates the highest density of developing residential areas with a generally more affluent residential population.

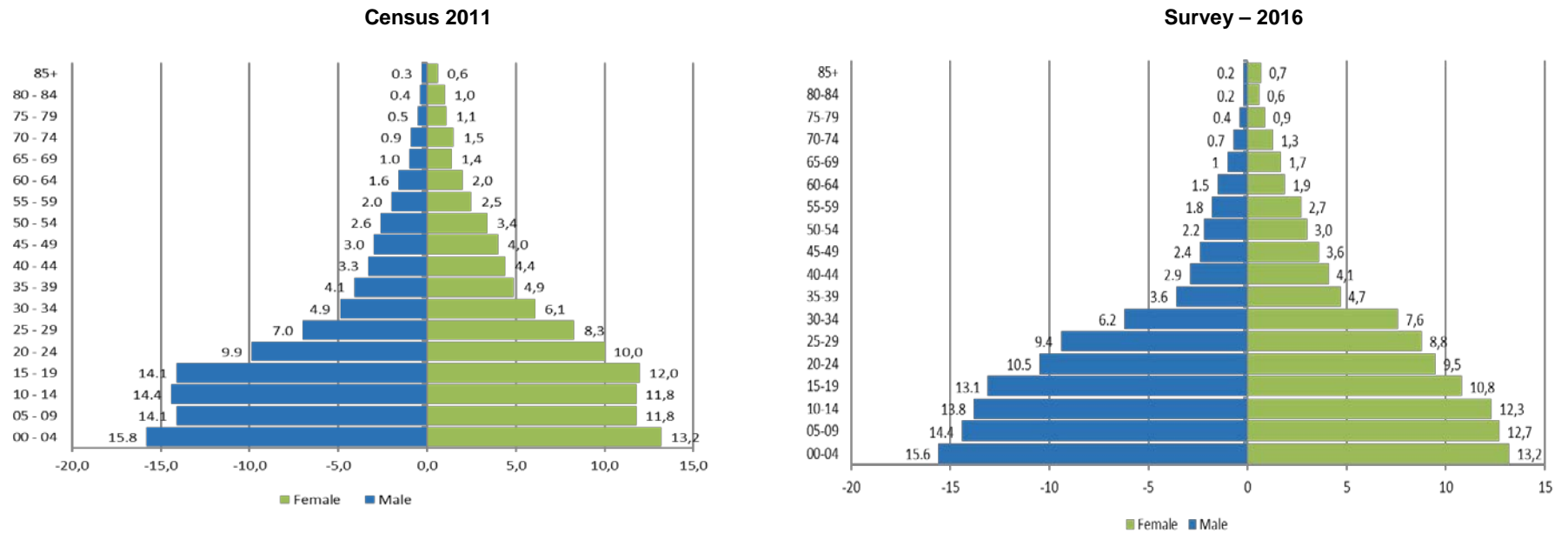
Formal agriculture occurs along the riparian areas of the Mfolozi River as well as within the Mfolozi Flats, which would impact the aquatic ecological integrity of the river. The following Map presents the areas suitable for cultivation in the district:

Figure 2: Agriculture Potential in the uMkhanyakude District



3.3 Demographic Characteristics

Figure 3: District Population Dynamics, Census 2011 and Community Survey – 2016



- In 2016, the Pyramid has become thinner at the top for ages 45-49 upwards, indicating a decrease in population for that age group
- At the bottom there has been an increase in the population for ages 05-09 upwards in 2016
- The ratio of males to females changes after the age group of 25-29 which could be attributed to a variety of socio economic issues

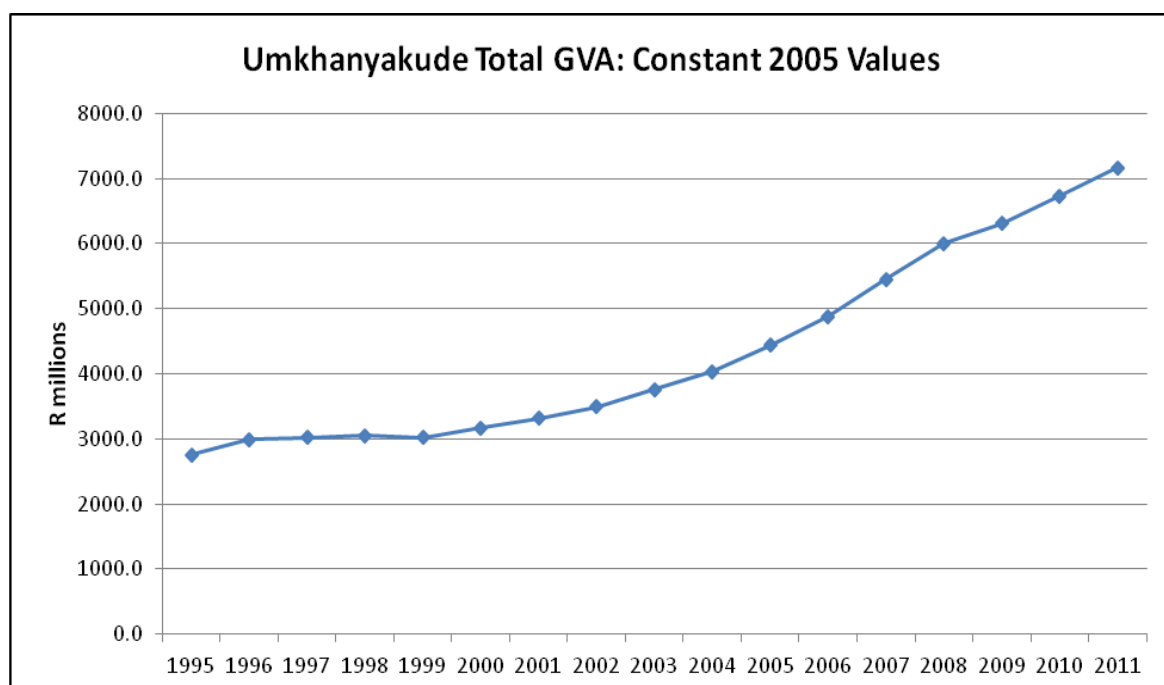
These changes have implications in the provision of services as well as programmes that the Municipality has to offer to the community at large. Budgeting for infrastructure and special programmes offered by the Municipality will be influenced by the structure of the population.

3.4 Overview of the District Economy

3.4.1 Economic structure and trends

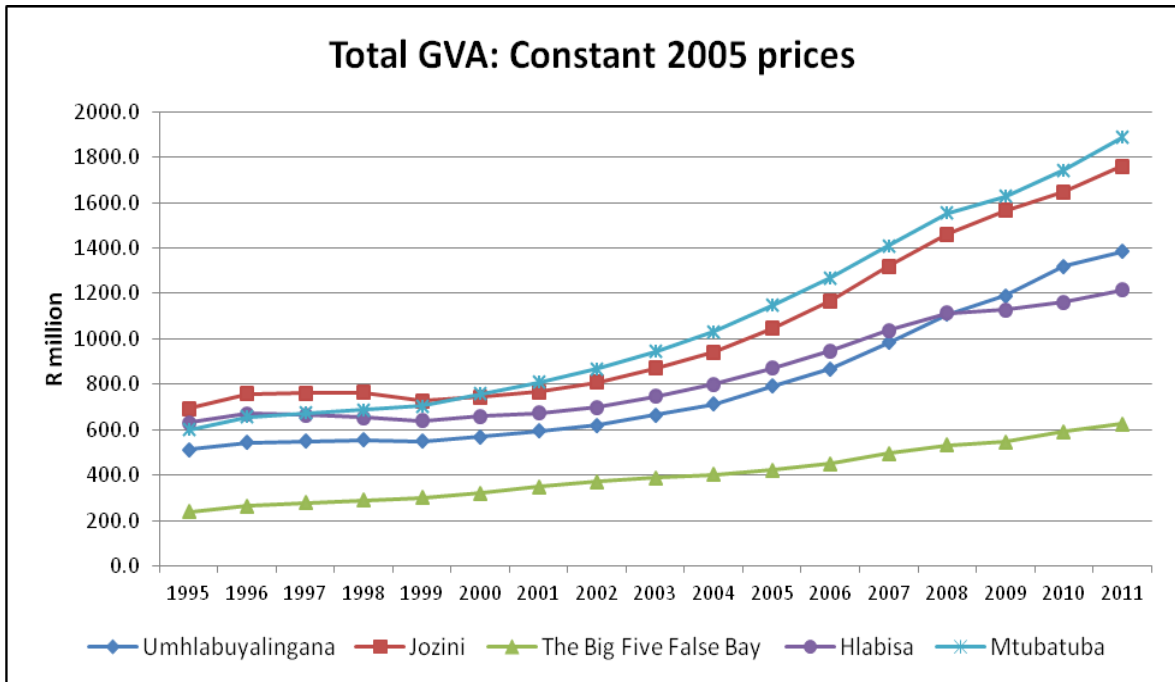
- The total size of the district economy as measured by the total GVA has grown from R2.7 billion in 1995 to approximately R7.1 billion in 2011.
- The comparative structure of the local economies is depicted below and indicates a much differentiated structure with increasing divergence over time.
- The two dominant local economies within the district are the Mtubatuba and Jozini LMs accounting for approximately R1.9 and R1.7 billion of GVA in 2011 respectively. The growth rates and patterns of the Mtubatuba, Jozini, and Umhlabuyalingana municipalities showed an increasing and sustained growth over the period from 2001 onwards. This is in contrast to the economy of the Hlabisa LM which experienced a reduced economic growth rate since 2008.

Figure 4: Umkhanyakude Total GVA at constant 2005 values



Data Source: Quantec, RSA Regional indicators (2011)

Figure 5: Total GVA at constant 2005 values (LM level)

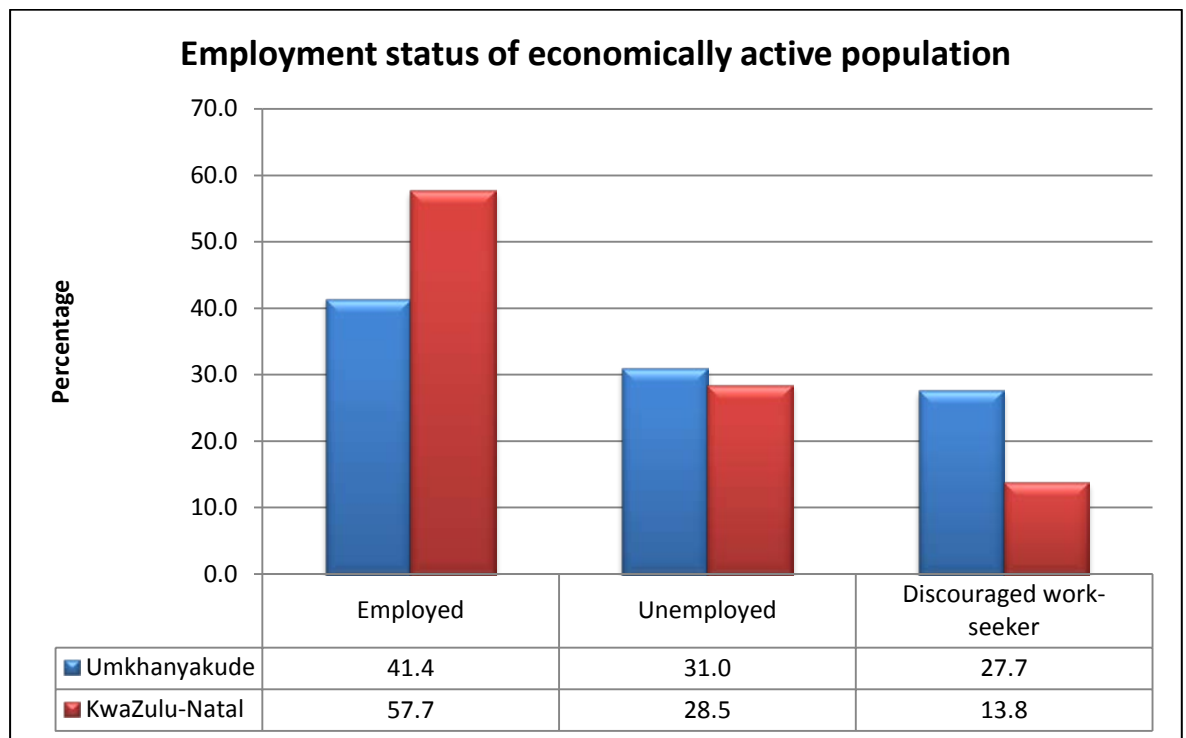


Data Source: Quantec, RSA Regional indicators (2011)

- The most dominant economic sectors in UKDM is the retail, catering and accommodation sector accounting for R1.45 billion in 2011, the manufacturing sector (R1.37 billion), and the general government services sector (R1.34 million).
- The other sectors showed (manufacturing retail, catering and accommodation, agriculture, storage and business services) sectors showed the biggest increase between 2001 and 2011.

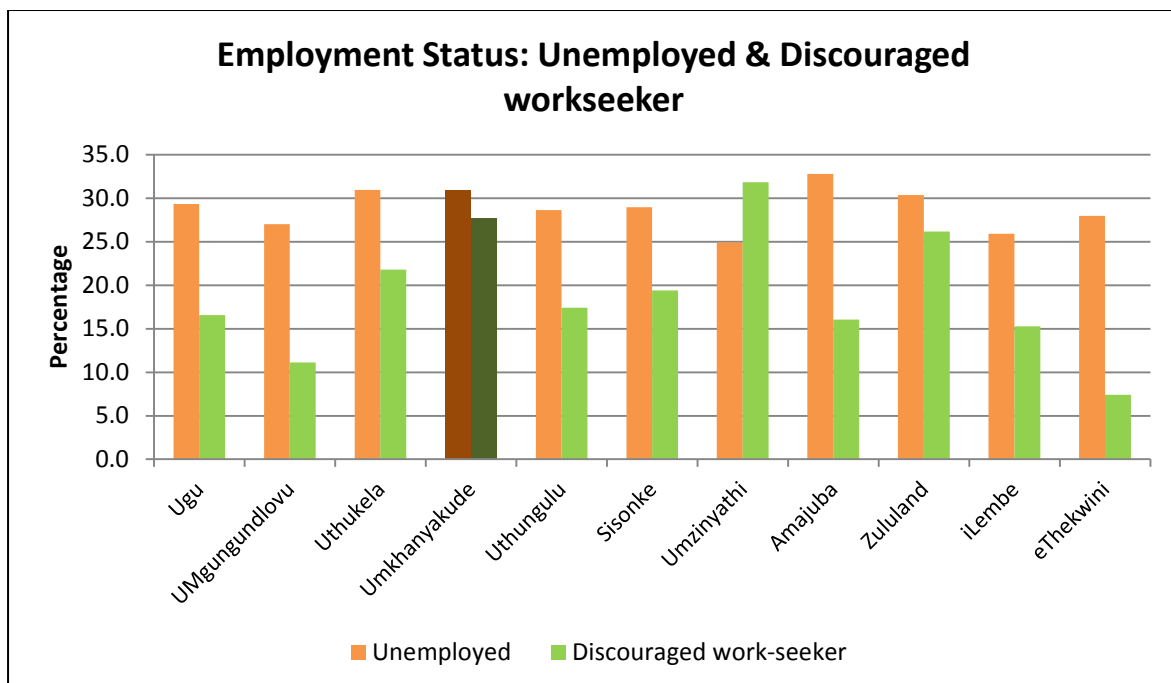
3.4.2 Employment Structure and Trends

Figure 6: Employment status of economically active population (UKDM vs. KZN)



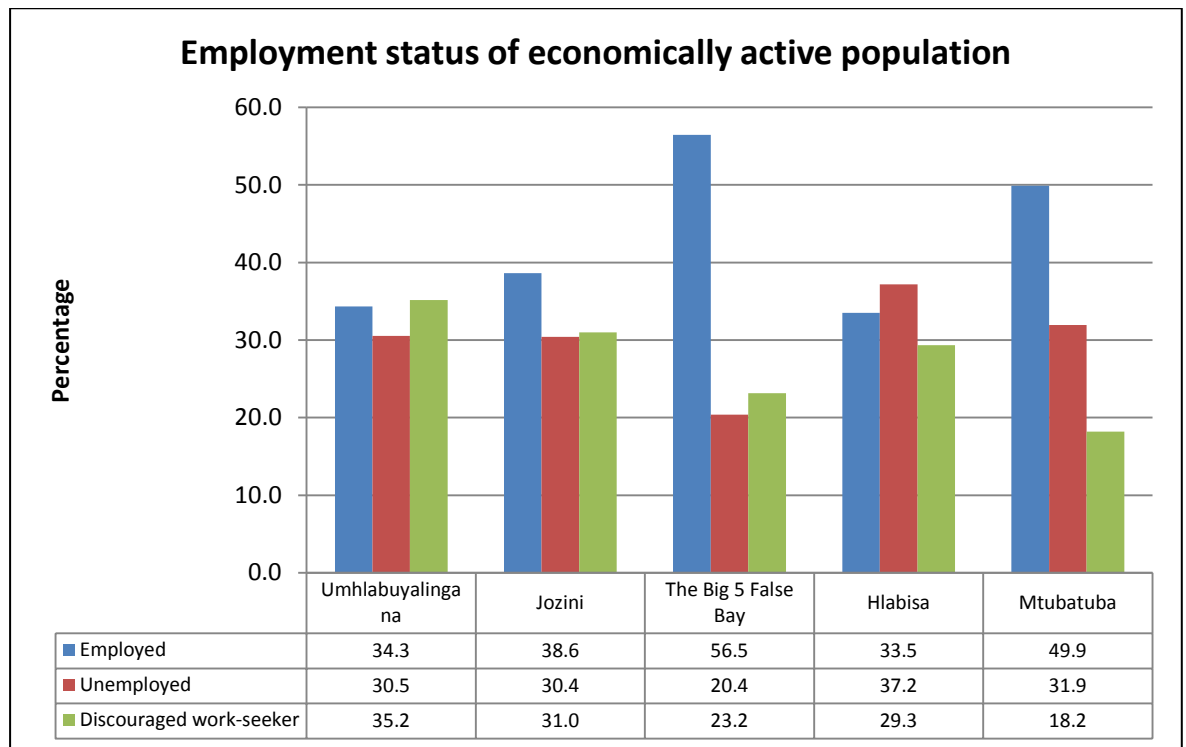
Data Source: Statistics SA, Census 2011

Figure 7: Employment Status (District level)



Data Source: Statistics SA, Census 2011

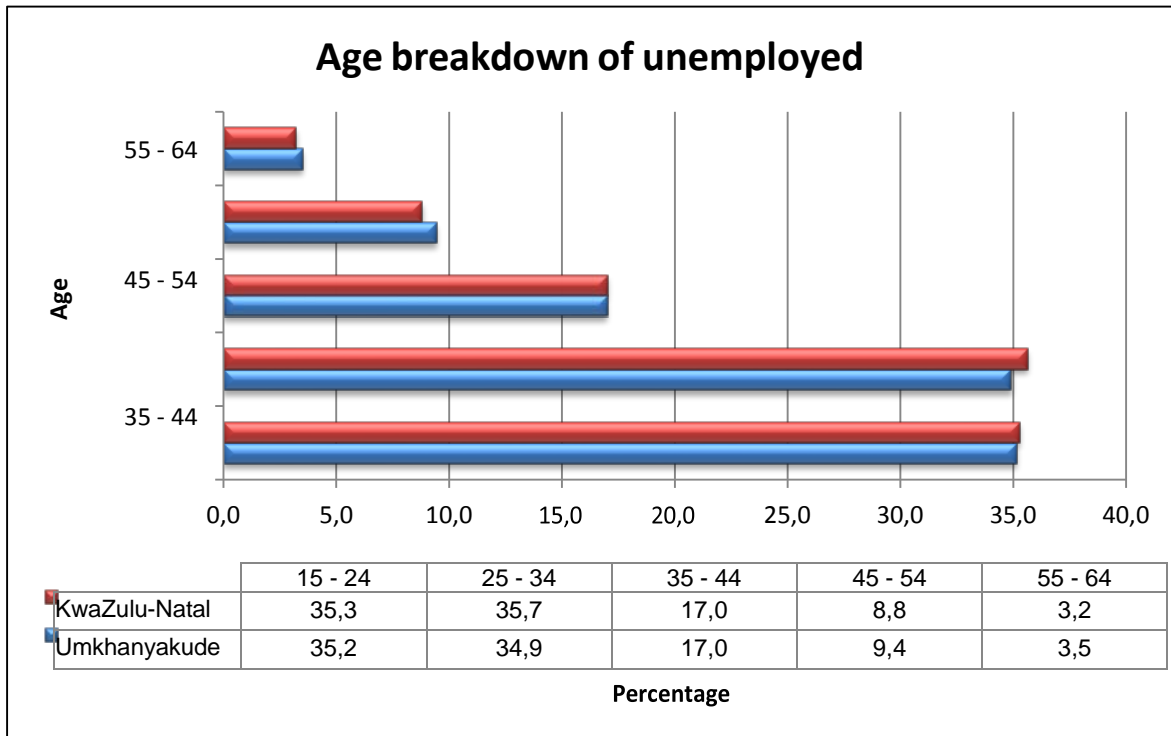
Figure 8: Employment Status of Economically Active Population (LM level)



Data Source: Statistics SA, Census 2011

One of the critical challenges identified in the National Development Plan 2030 is the extremely high occurrence of unemployment amongst the youth of South Africa. The information depicted in Figures 10 to 12 reflects on the occurrence and characteristics of this phenomenon within the district. The age breakdown of the unemployed population in UKDM is very similar to the overall figures for KZN. As much as 35.2% of the unemployed population is younger than 25 years of age with a further 34.9% between 25 and 34 years. This implies that more than 70% of the unemployed population is younger than 35 years of age. As illustrated in Figure 12, the proportion of unemployed population younger than 25 years of age does not differ significantly between the various district municipalities. The age profile of the unemployed population is also very similar across the five local municipalities, although the percentage of the unemployed younger than 25 years is an extraordinary high figure of 40% in the Hlabisa LM. The information indicated on the attached thematic map indicates that there are no clear spatial concentrations or clusters of unemployed population younger than 25 years of age at individual settlement level within the district. Individual settlements with more than 50% of the unemployed population younger than 25 years of age are a widespread occurrence across all five local municipalities in the district.

Figure 9: Age breakdown of Unemployed Population (UKDM vs KZN)



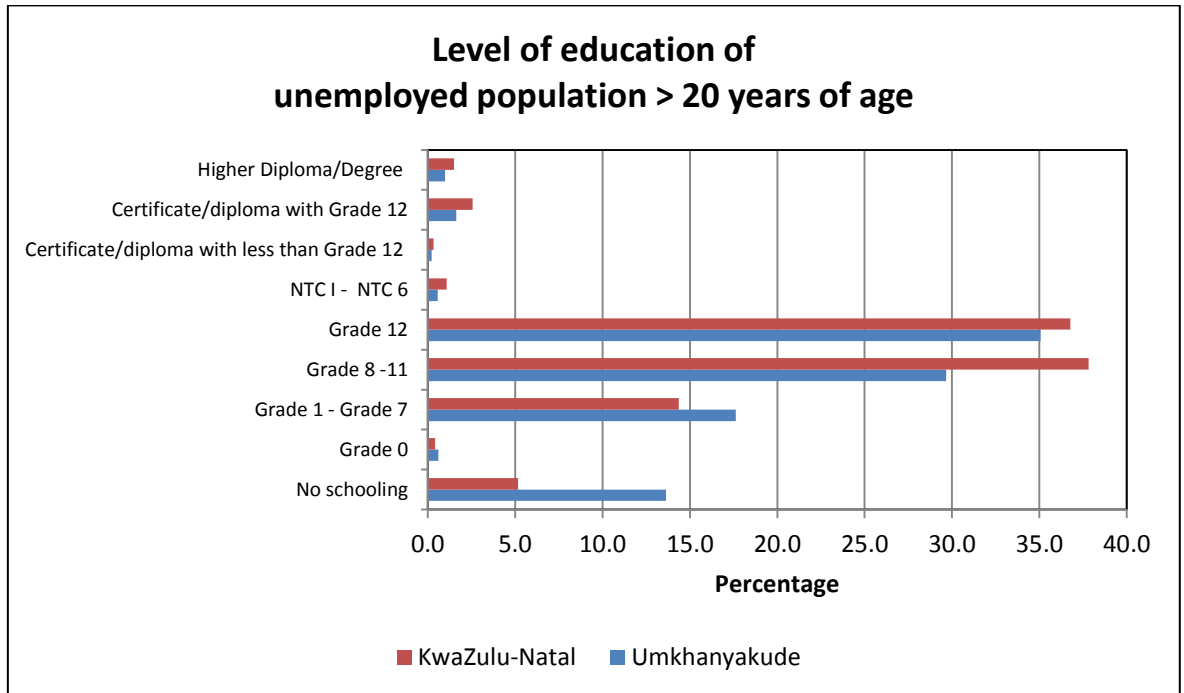
Data Source: Statistics SA, Census 2011

One of the critical challenges identified in the National Development Plan 2030 is the extremely high occurrence of unemployment amongst the youth of South Africa. The information depicted above reflects on the occurrence and characteristics of this phenomenon within the district. The age breakdown of the unemployed population in UKDM is very similar to the overall figures for KZN. As much as 35.2% of the unemployed population is younger than 25 years of age with a further 34.9% between 25 and 34 years. This implies that more than 70% of the unemployed population is younger than 35 years of age.

3.4.3 Education levels of economically active population

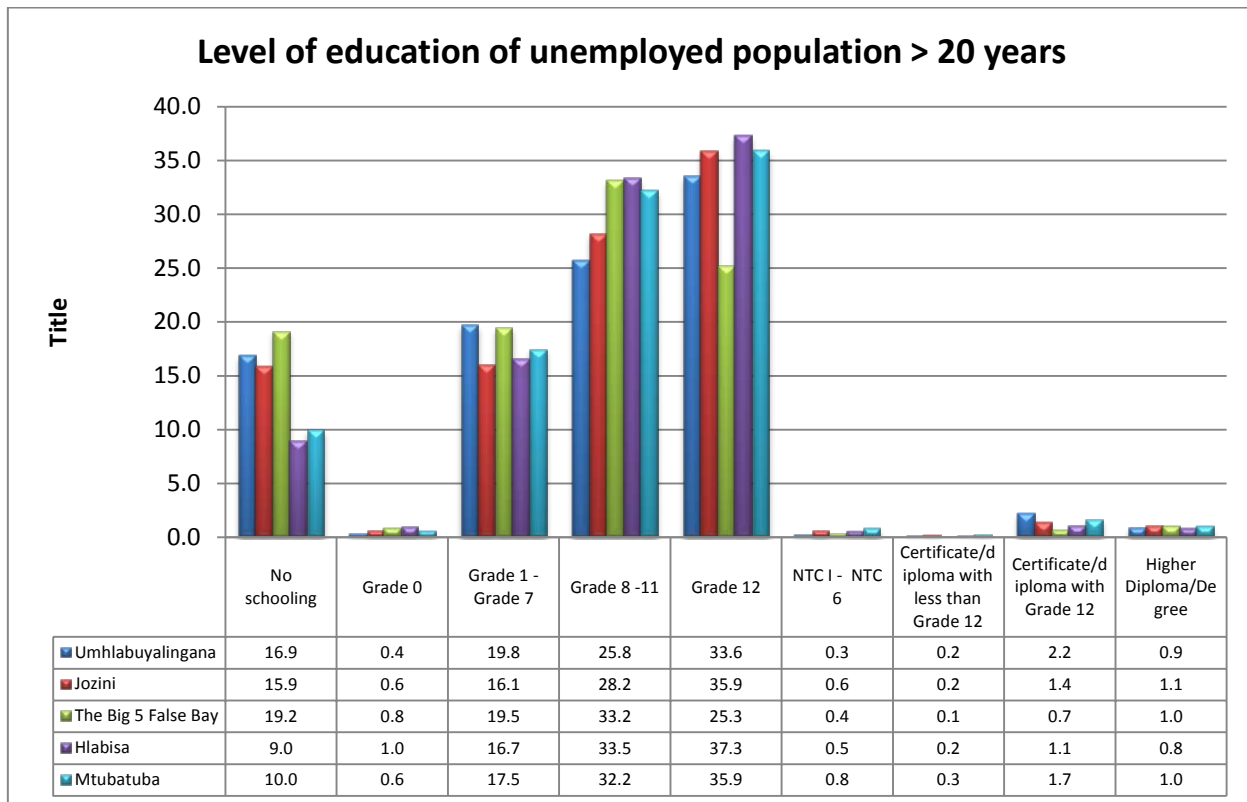
The relationship between the levels of employment and the education levels of the population older than 20 years of age is reflected in Figures 14 to 15. Approximately 14% of the unemployed population UKDM has received no formal schooling and a further 17% only primary level education. Significantly, the largest proportion of the unemployed population has completed their Grade 12 education and a further 30% some form of secondary education. A very clear trend is also the fact that only a fraction of the unemployed population has completed any form of tertiary education. The patterns across the five local municipalities is a very similar (see Figure 4.18) with the only significant difference the relatively lower levels of unemployed population who received no formal schooling in the Hlabisa and Mtubatuba LMs (9% and 10% respectively). The implications of these figures are that the completion of secondary school education provides very little guarantee of finding any form of formal employment within the district. It also confirms the importance of tertiary education to successfully enter the employment market, even in districts with limited availability of formal sector employment opportunities.

Figure 10: Level of education of unemployed population older than 20 yrs (UKDM vs. KZN)



Data Source: Statistics SA, Census 2011

Figure 11: Level of education of unemployed population older than 20 yrs (LM level)



Data Source: Statistics SA, Census 2011

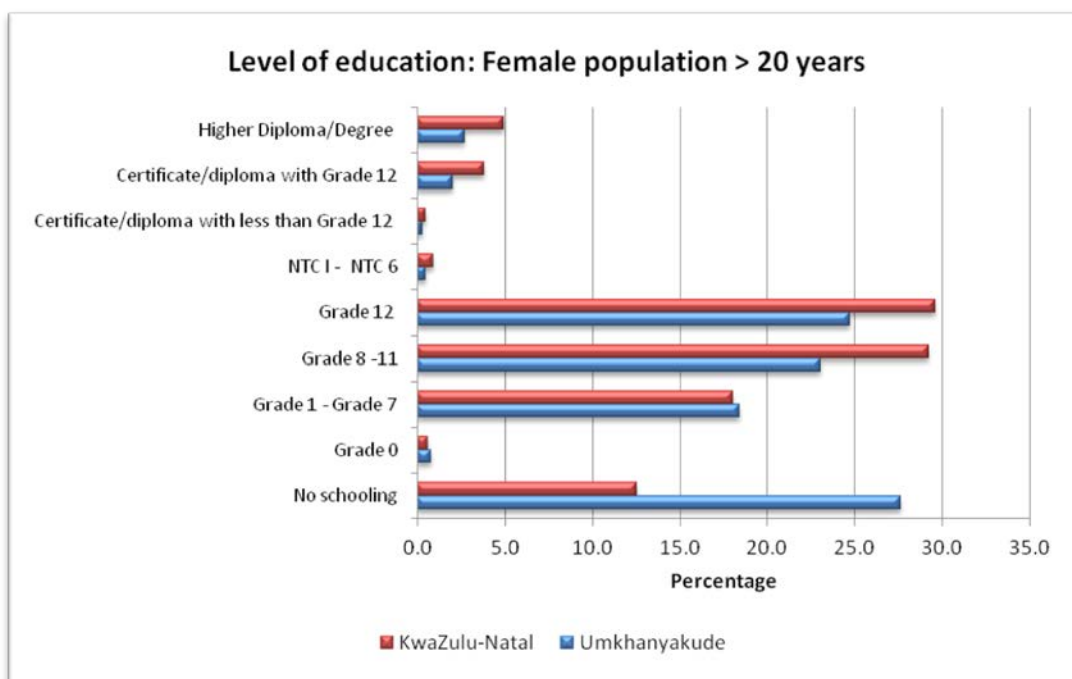
3.5 Human Resources Overview

3.5.1 Education and Literacy Level

The information depicted below indicates that there are no significant differences in education levels of the male and female population in UKDM. The most notable aspect reflected by these statistics is the high levels of adult illiteracy in the district.

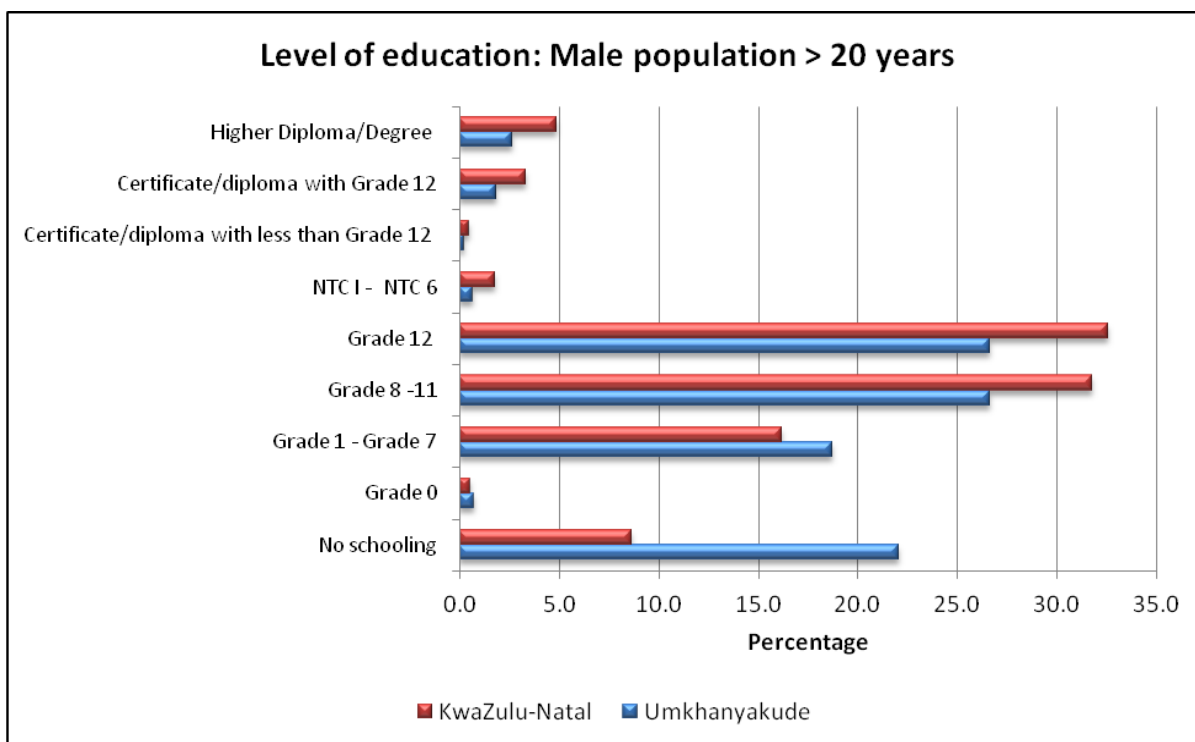
- More than 27% of the adult female population and 22% of the male population who have not received any form of schooling. These figures are significantly higher than the comparative provincial figures of 13% and 8% respectively.
- The proportion of the adult population in the district with tertiary education is less than half the comparative figure for the province (approximately 2.5% of the adult population compared to provincial figure of 5%) which rate amongst the lowest of the districts in the province.

Figure 12: Education level of female population younger than 20 years (UKDM vs. KZN)



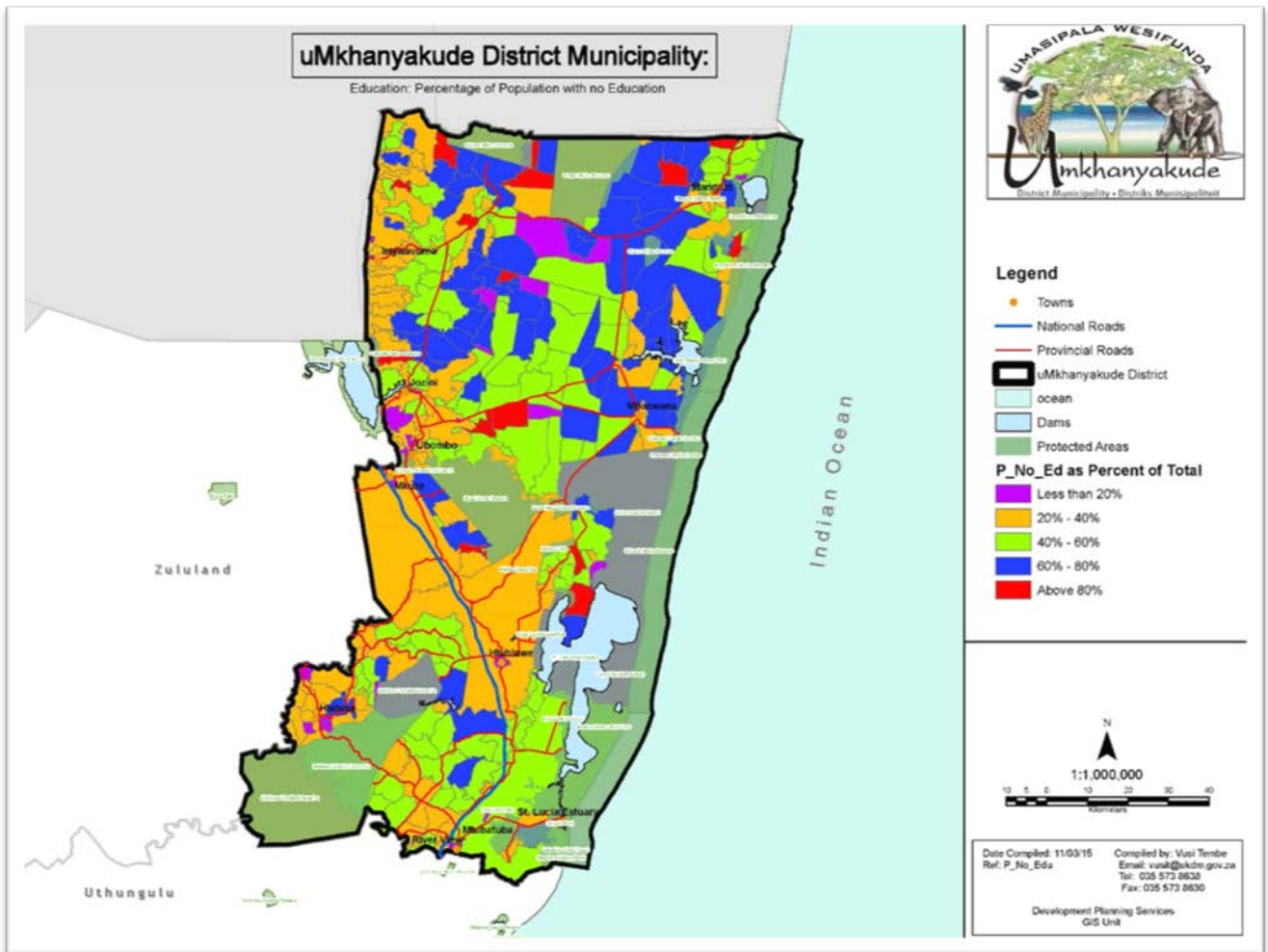
Data Source: Statistics SA, Census 2011

Figure 13: Education level of male population younger than 20 years (UKDM vs. KZN)



Data Source: Statistics SA, Census 2011

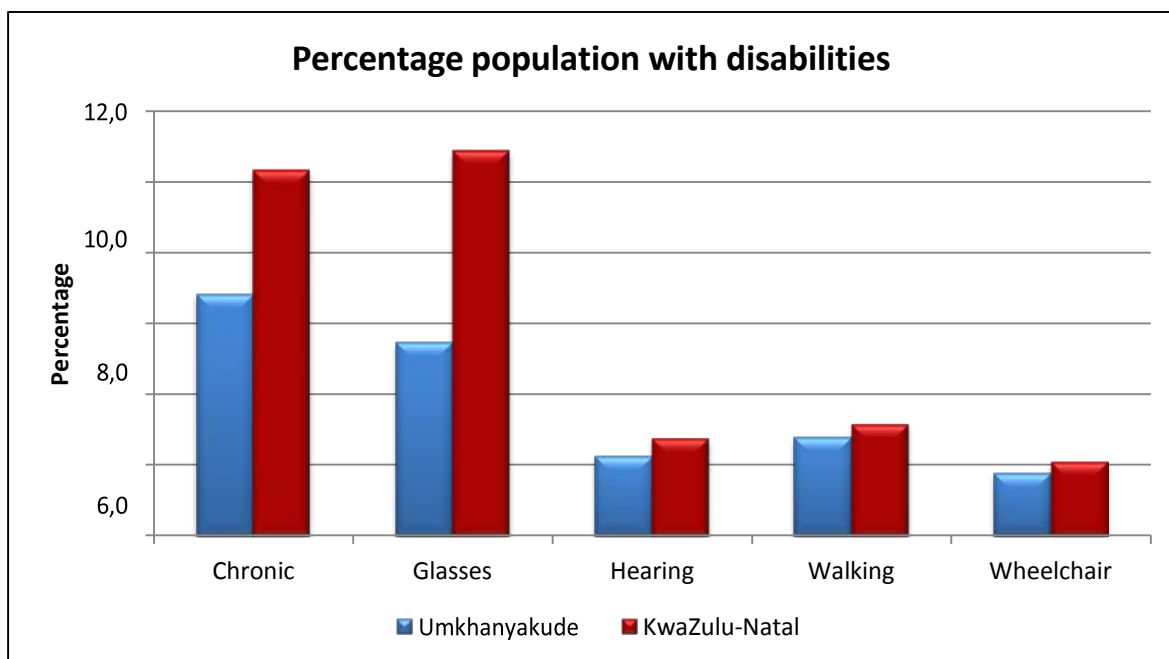
Figure 14: Spatial Analysis of Population with no Education



- Overall population above the age of 20 with no education is significantly high at about 35%
- This is reflected in the map above as most population fall in the category of 20-40% with no education

3.5.2 People living with Disabilities

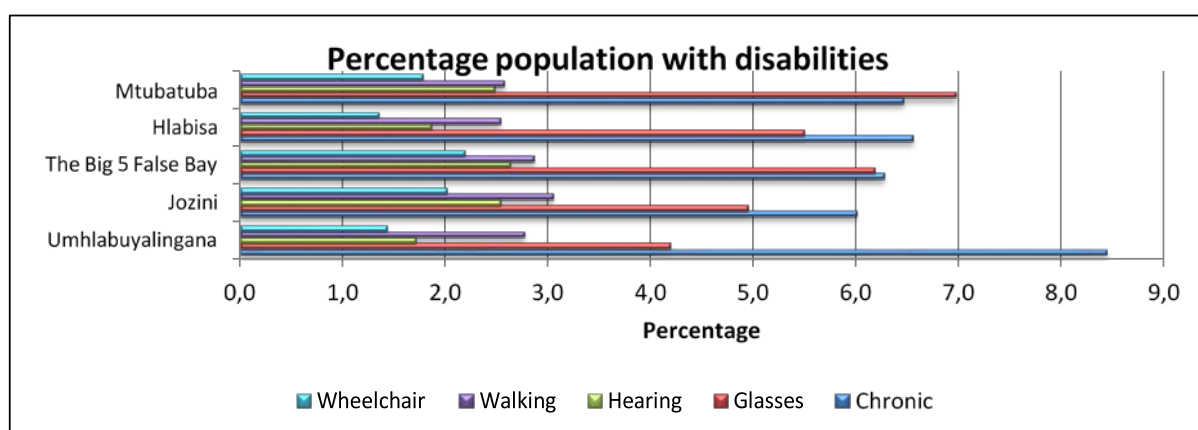
Figure 15: Population living with Disabilities (UKDM vs KZN)



Data Source: Statistics SA, Census 2011

The proportion of the district population with disabilities is generally significantly lower compared to the overall provincial level figures. There are no significant differences across the five local municipalities although the proportion of population using chronic medication is somewhat higher in the Umhlabuyalingana LM.

Figure 16: Percentage population with disabilities (LM level)



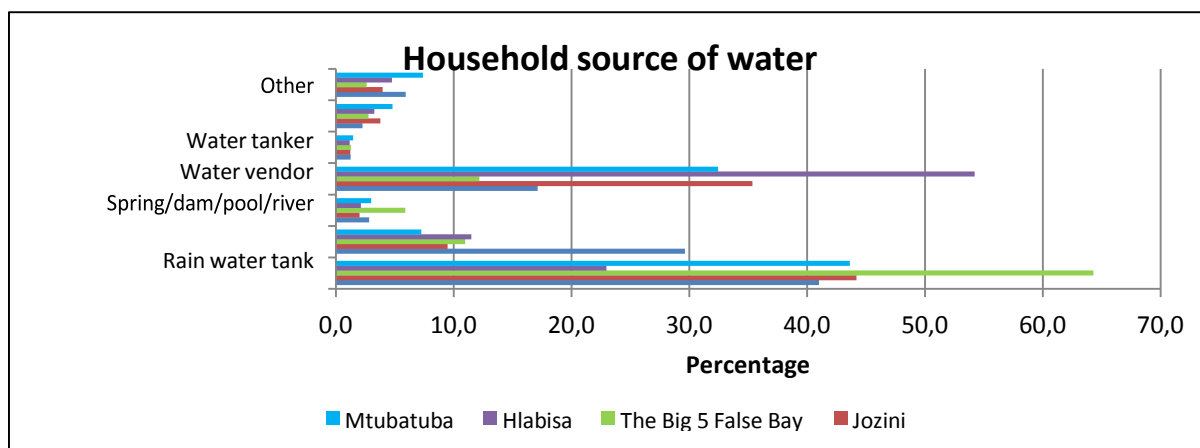
Data Source: Statistics SA, Census 2011

3.6 Overview of Strategic Infrastructure

3.6.1 Water and Sanitation

Access to basic water infrastructure clearly remains one of the key challenges in UKDM. The proportion of households provided with water through regional and local water schemes is only 42% compared to the provincial figure of 72%. About 30% of households are utilising untreated sources of water directly from springs, dams or rivers, a figure significantly higher than the provincial total of 13%.

Figure 17: Household source of water (LM level)



Data Source: Statistics SA, Census 2011

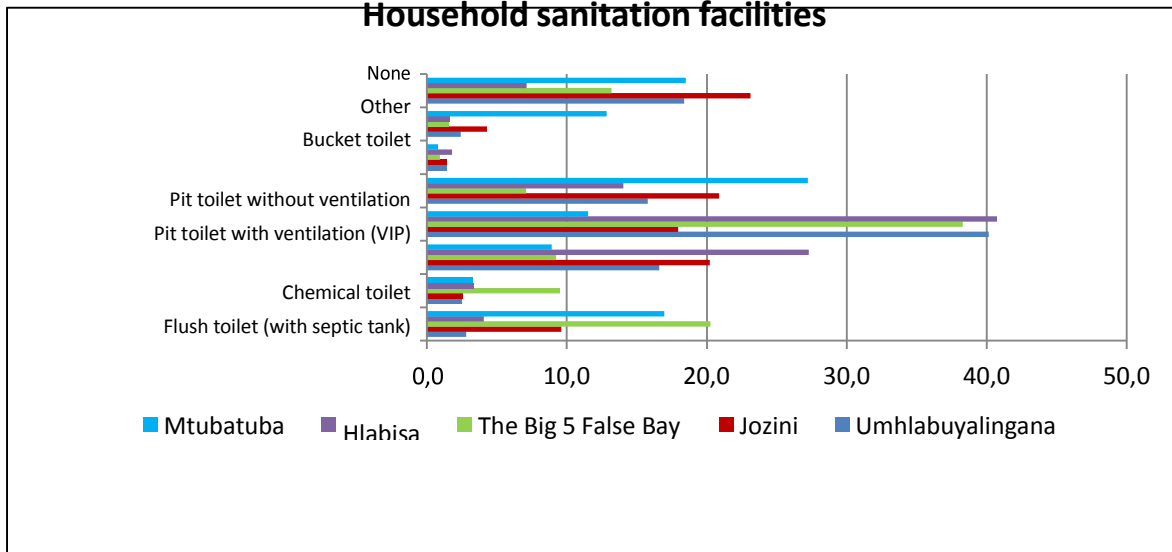
The massive backlogs and the extent of the challenge of providing appropriate sanitation facilities to households in UKDM are clearly depicted below.

Percentage of Households in the district with access to a flush toilet (connected to either a sewerage system or a septic tank) is only 13.1%, a figure significantly lower than the 45% at provincial level.

About 18.4% of households in UKDM do not have access to any form of sanitation facilities compared to only 6.3% at provincial level. The dominant forms of sanitation infrastructure in the district include ventilated improved pit latrines (25.6% of households) and unimproved pit toilets (19.7% of households).

The proportion of households with access to a flush toilet connected to a sewerage system in UKDM (9.9%) is the lowest amongst all districts within the province.

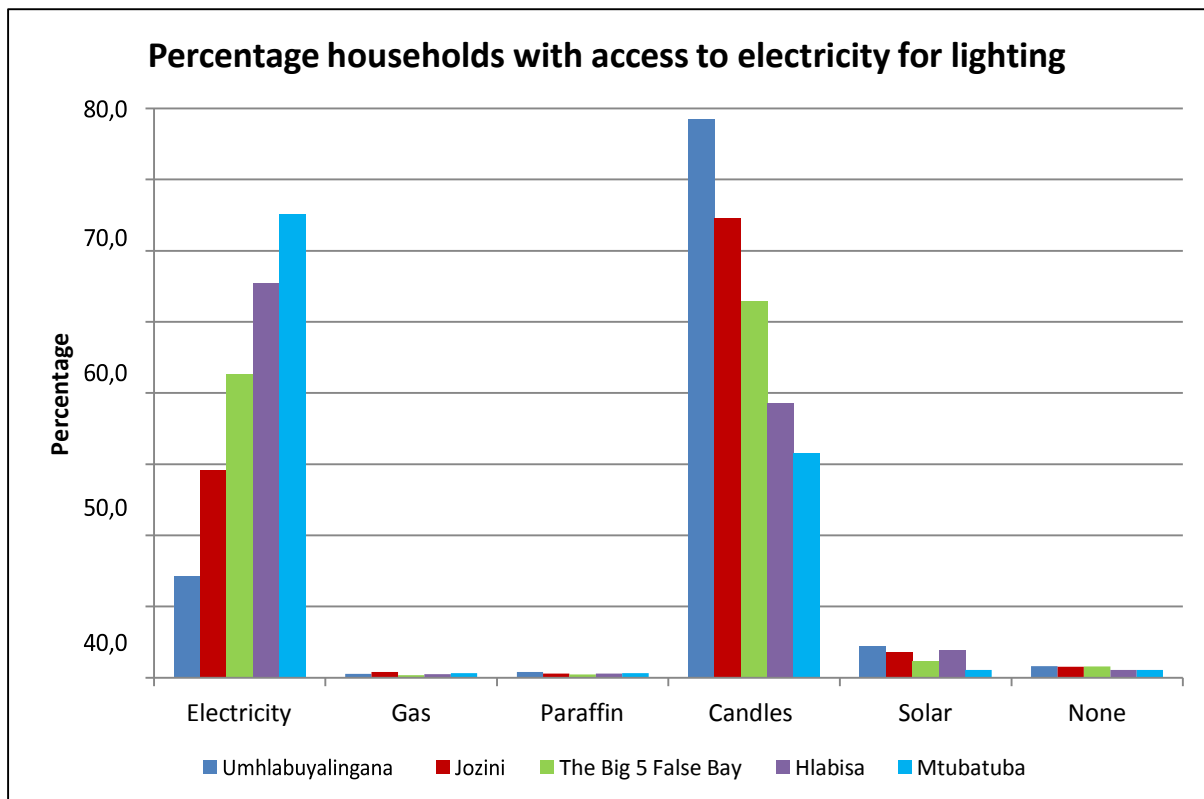
Figure 18: Access to sanitation infrastructure (LM level)



Data Source: Statistics SA, Census 2011

3.6.2 Energy

Figure 19: Households with Access to electricity for Lighting



Data Source: Statistics SA, Census 2011

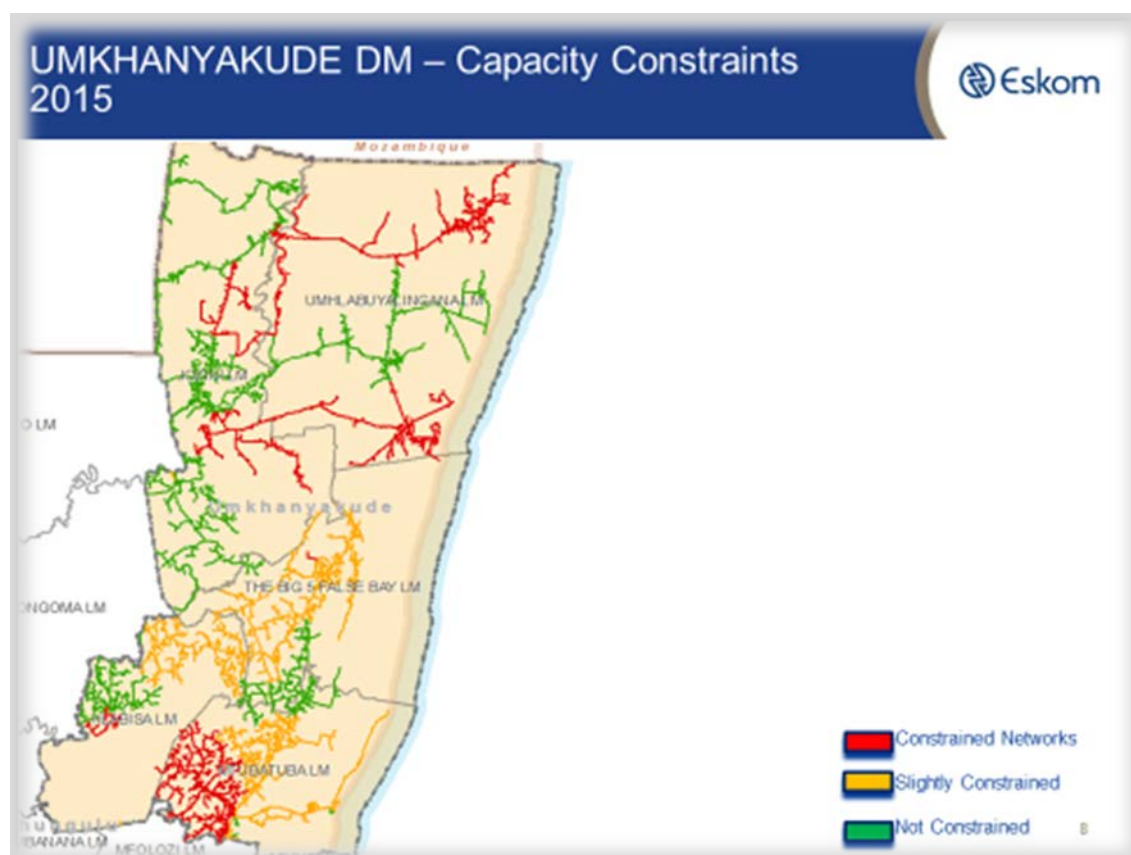
Significant progress has been made with providing basic electricity to households across all five local municipalities between 2001 and 2011. This ranges from a relatively modest increase (from 6% to 14%) in Umhlabuyalingana LM, to increases of 27% in the Hlabisa LM (from 28% to 55%) and 24% in the Big 5 False Bay LM (from 18% to 42%). However, there are significant backlogs remaining in the district.

Only 38.4% of households in the district have access to electricity for lighting purposes and 32.1% for cooking (the comparative provincial level figures are 77.9% and 68.8% respectively).

About 56% of the district households are reliant on candles as source of lighting (overall provincial figure is 19.6%).

Umhlabuyalingana and Jozini are clearly most deprived from basic electricity infrastructure with only 13% and 29% of households in these two municipalities with access to electricity for lighting purposes.

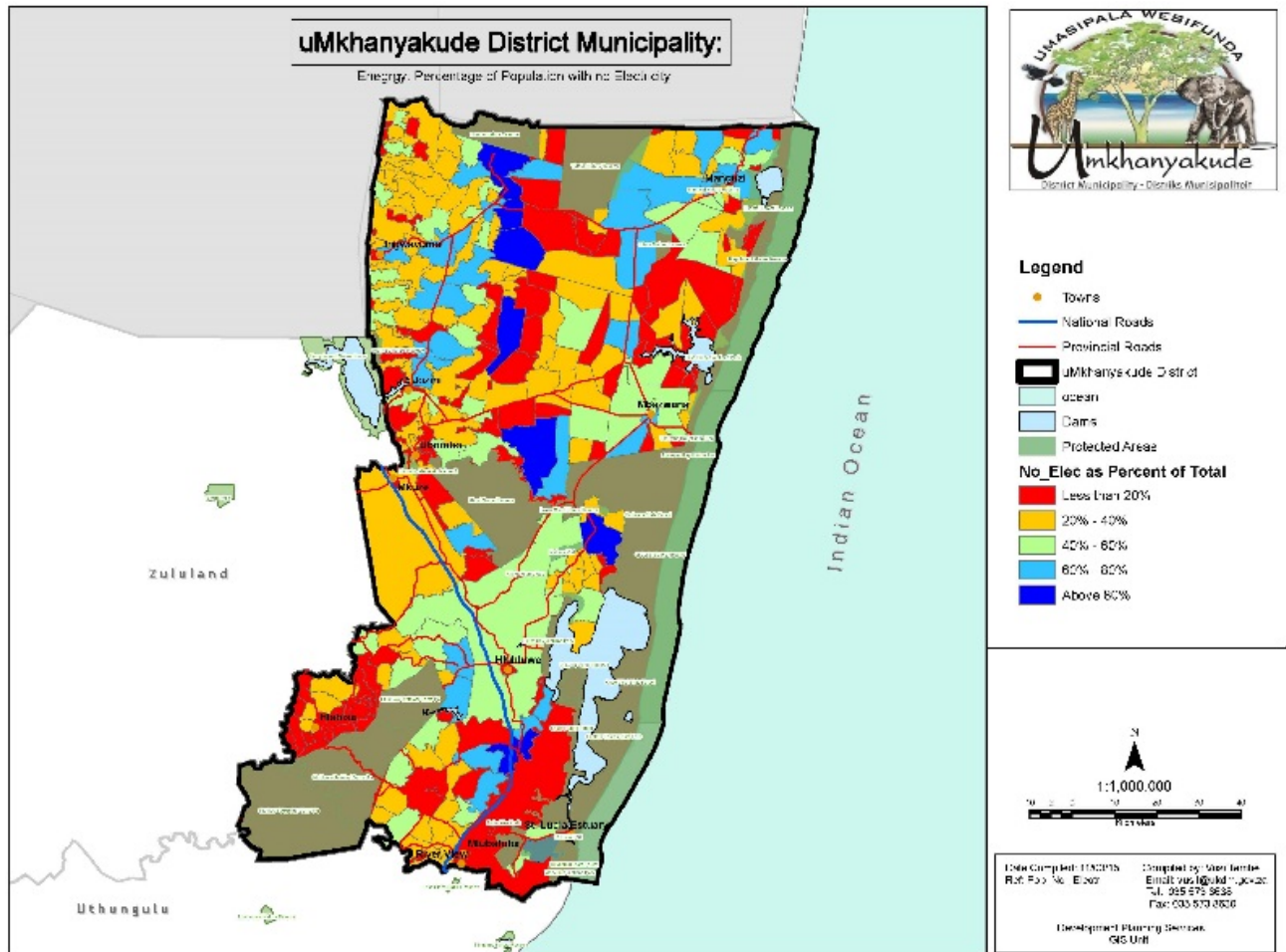
Figure 20: District-wide Electricity Network Constraints



Source: ESKOM 2015

- Most networks in the north and south of the District are still constrained

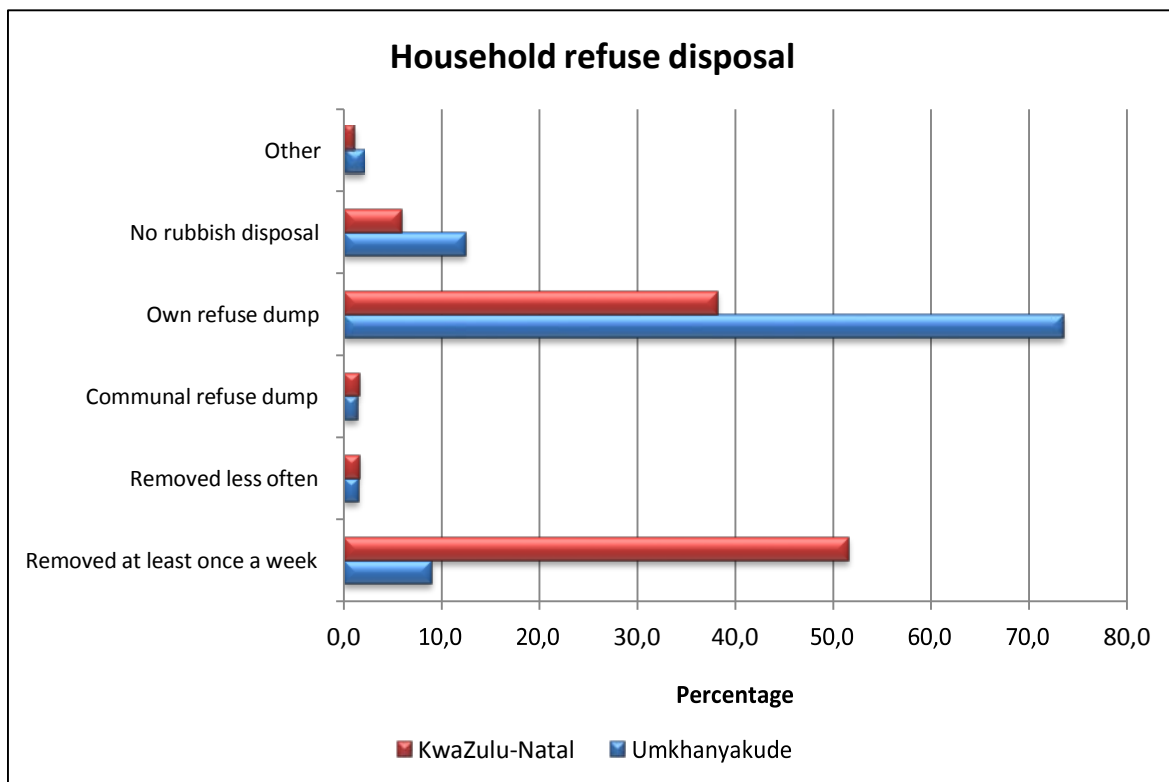
Figure 21: Percentage of Population with No Electricity



- Areas above 80% with no access to electricity are still visible in the northern side of the District and a few around Hluhluwe
- The most prevalent category is 20%-40% of the population

3.6.3 Waste Removal

Figure 22: Household refuse disposal (LM level)



Data Source: Statistics SA, Census 2011

The provision of regular refuse removal services is limited to a number of the larger centres within the district.

Overall the proportion of households provided with a weekly household refuse removal services is less than 10% compared to the overall provincial figure of 52%.

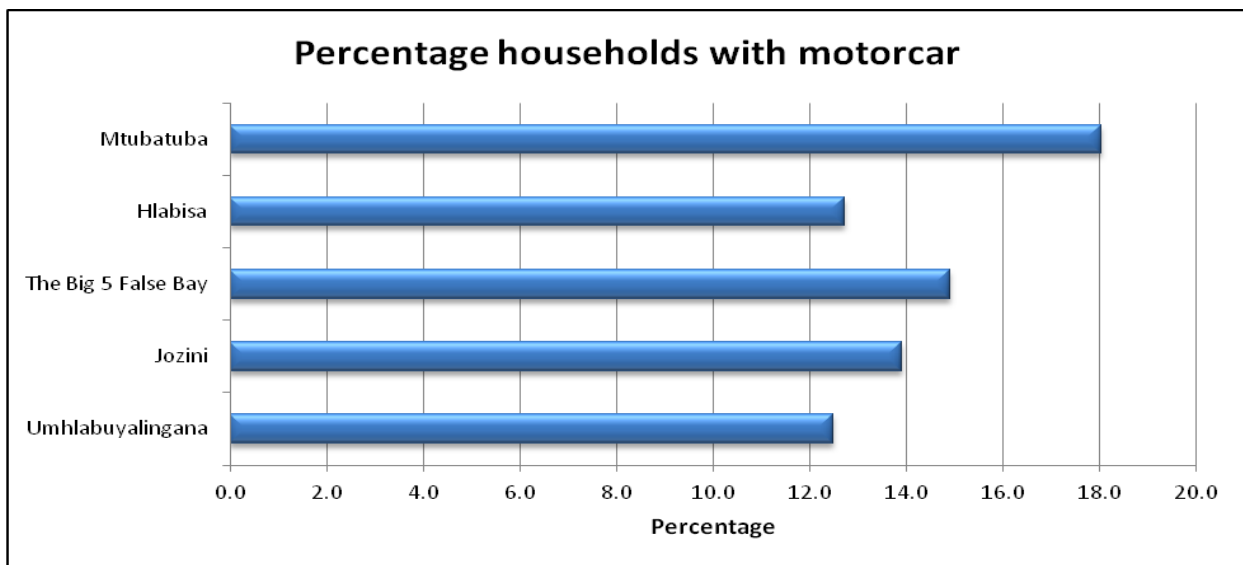
74% of households in the district make use of own refuse dumps, with a further 13% without any form of rubbish disposal. The availability of this service does not vary greatly amongst the local municipalities although the proportion of households provided with regular weekly refuse removal service is slightly higher in the Big 5 False Bay municipality (18%), Mtubatuba (13%) and Jozini (11%) municipalities.

The spatial analysis confirms the widespread use of own refuse dumps in settlements right across the UKDM area of jurisdiction.

3.6.4 Roads and transportation

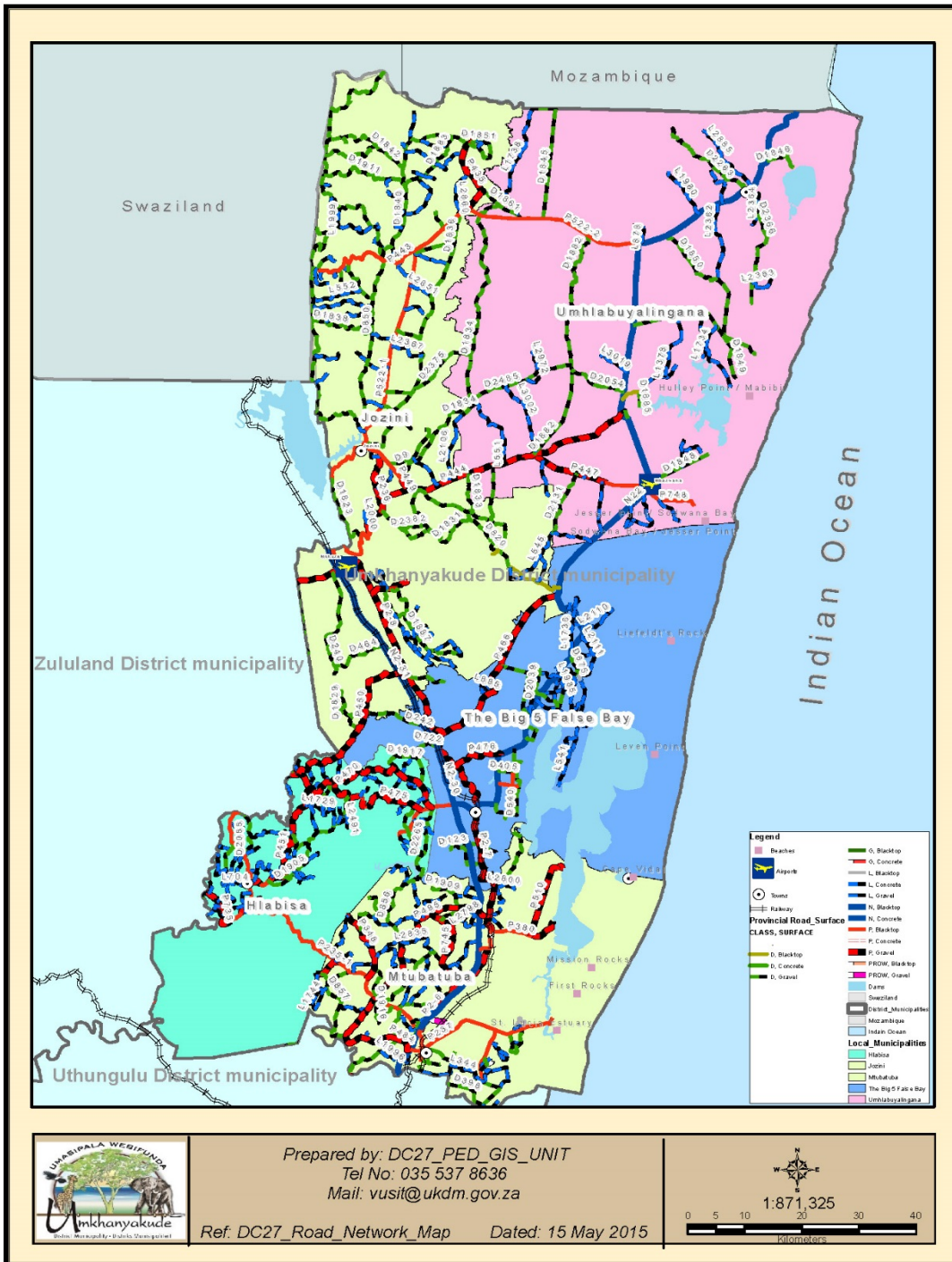
The percentage households owning motorcars in UKDM (14%) is the second lowest amongst all districts within the province. This implies limited levels of mobility for the district population and large-scale reliance on public transport to access social and economic opportunities. This low levels of private vehicle ownership is prevalent across all five local municipalities, although a somewhat higher proportion of 18% of households in Mtubatuba owns a motor vehicle.

Figure 23: Percentage households with a motorcar (LM level)



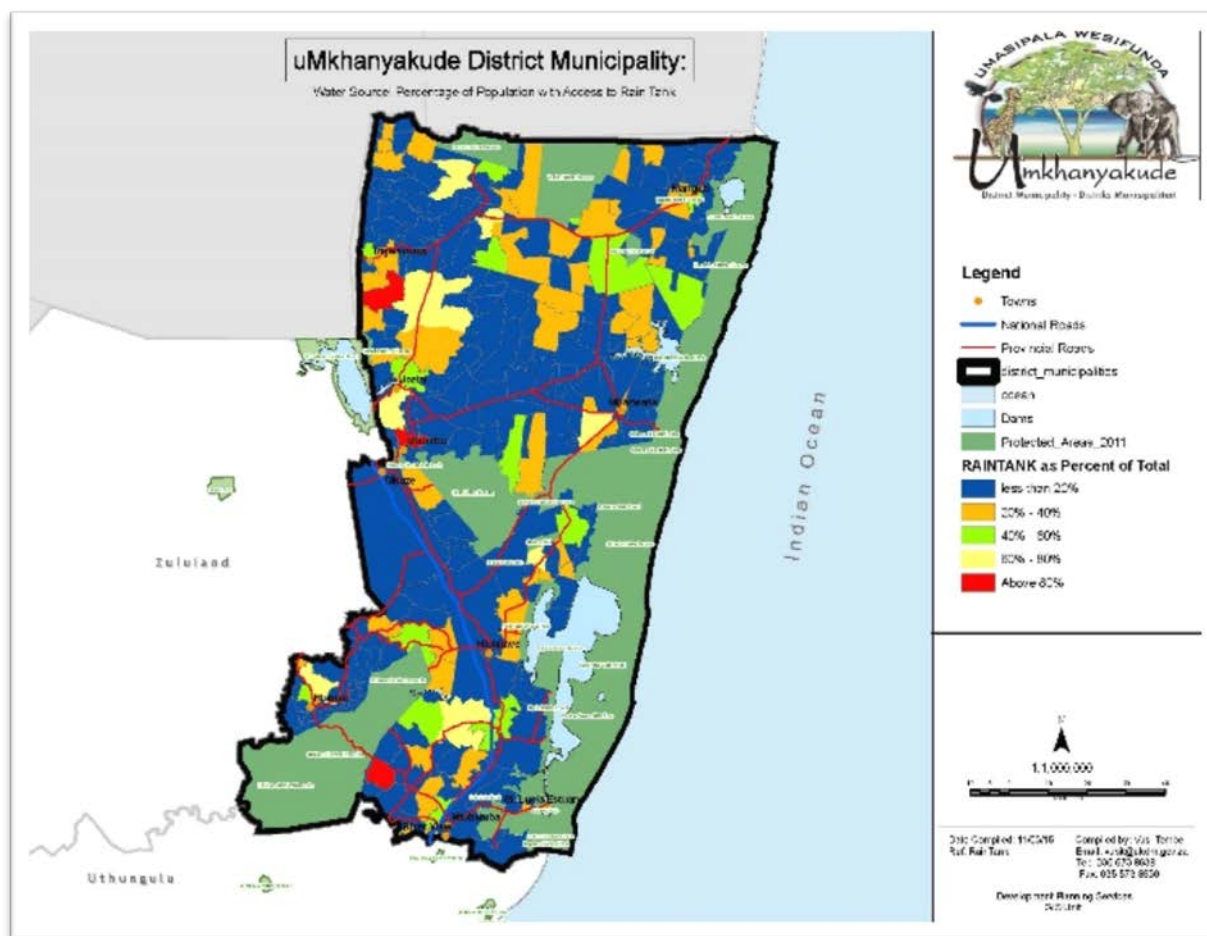
Data Source: Statistics SA, Census 2011

Figure 24: Umkhanyakude Transportation Network



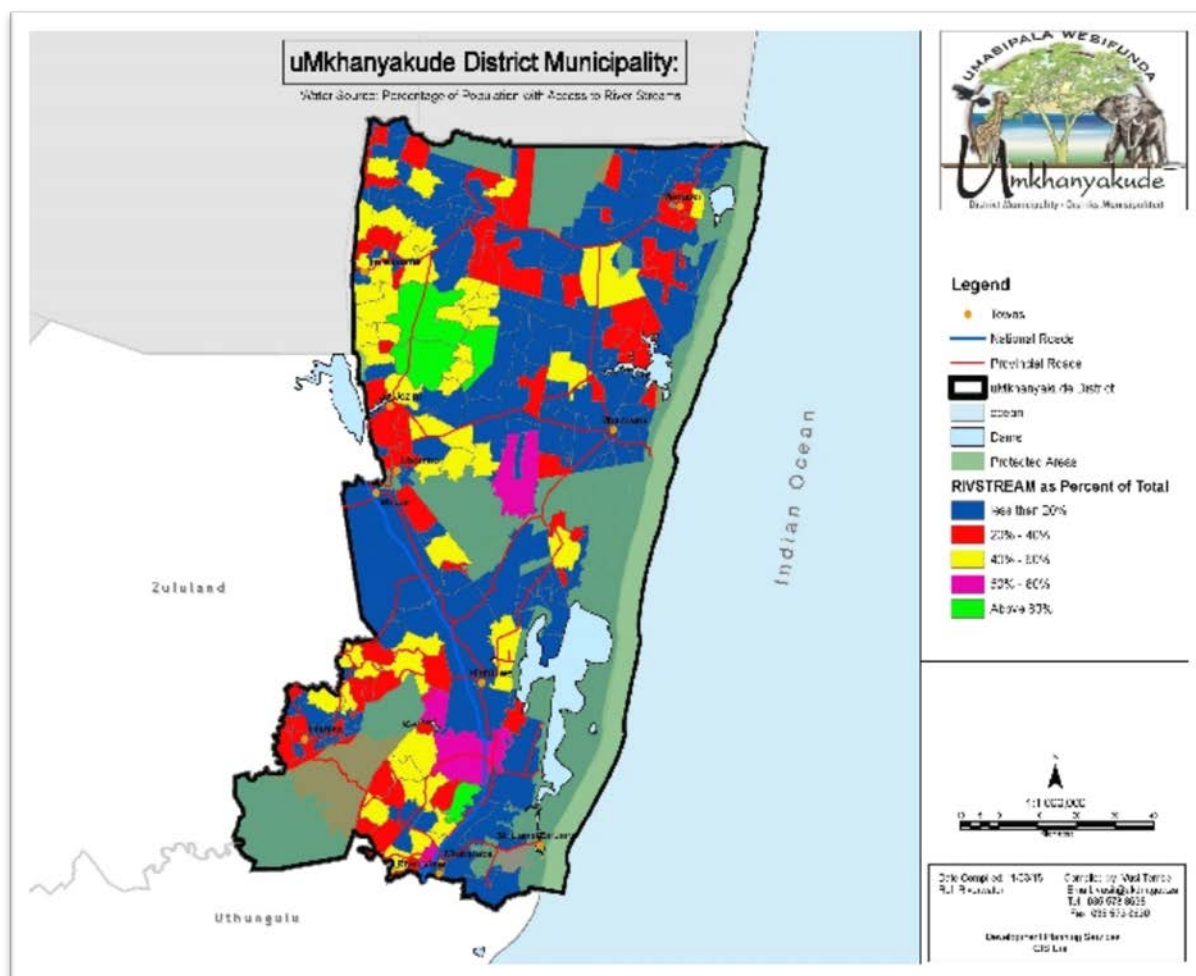
- Most road networks are still covered in gravel

Figure 26: Percentage of Population with Access to Rain Tank as Source of Water



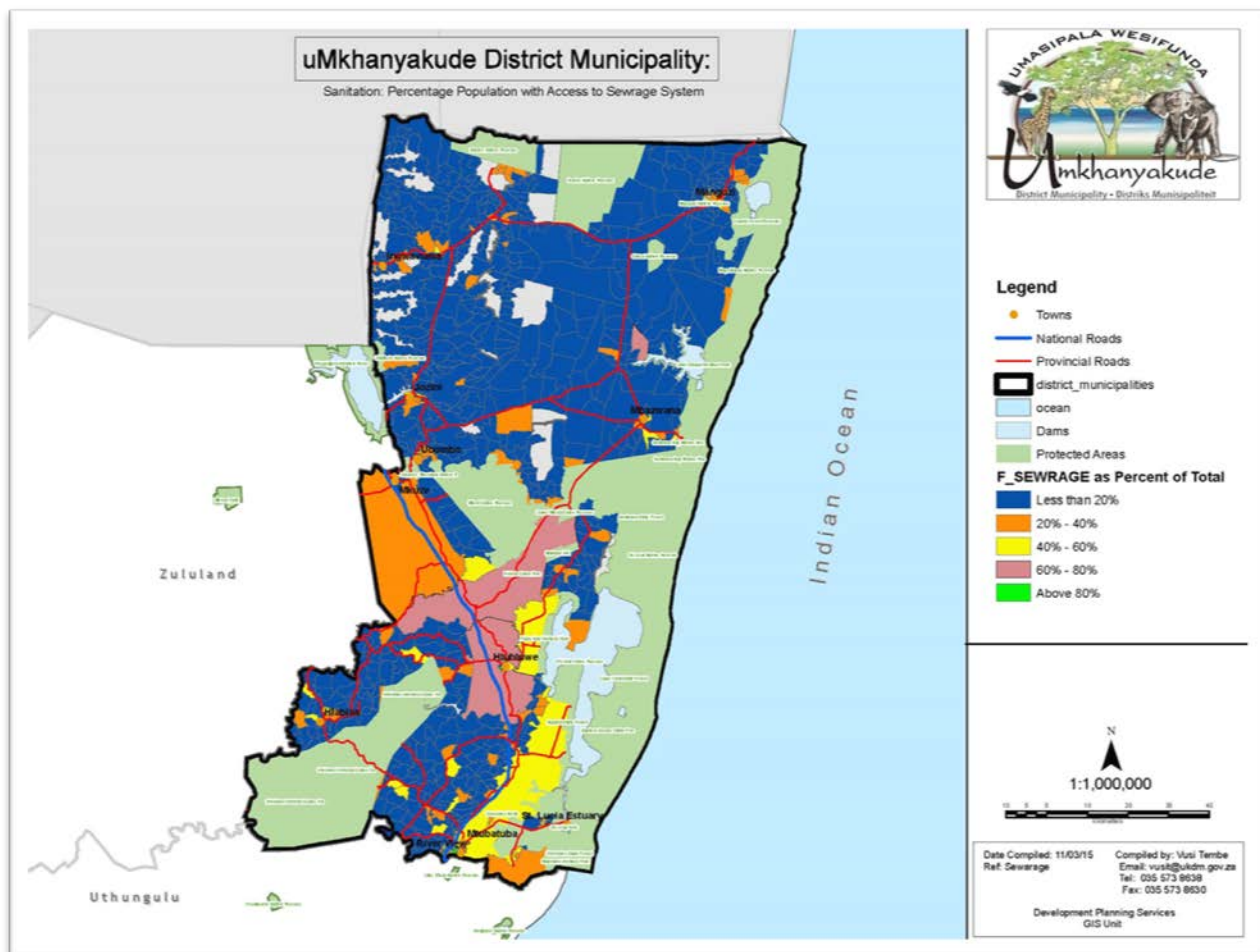
- More households are in need of rain tanks as a means to harvest water

Figure 27: Percentage of Population with Access to River Streams



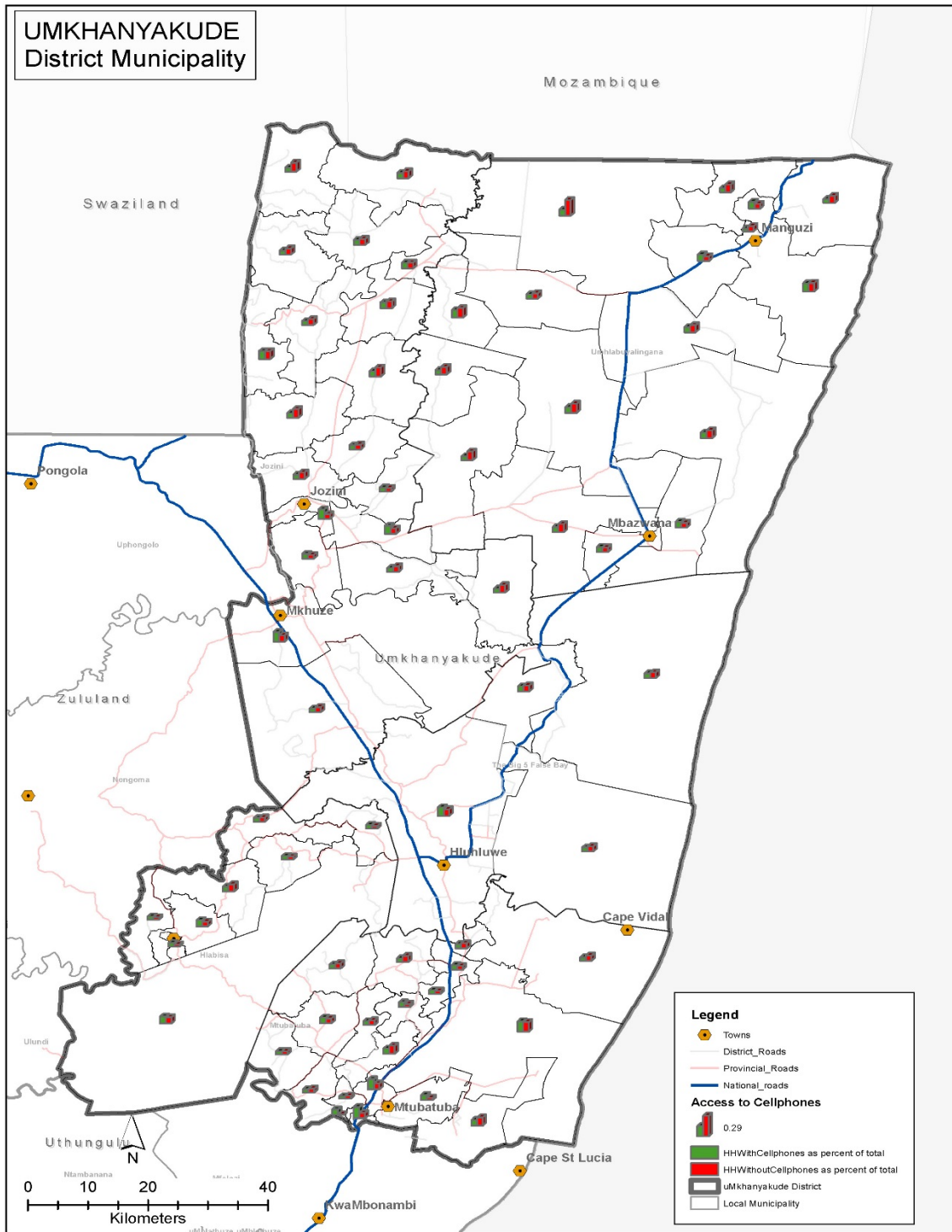
- In most areas water infrastructure is available and less people rely on river streams for potable water

Figure 28: Percentage of Population with Access to Sewerage Systems



- Most population still do not have access to sewerage systems

Figure 30: Access to Cell phones



Source: Umkhanyakude GIS - 2017

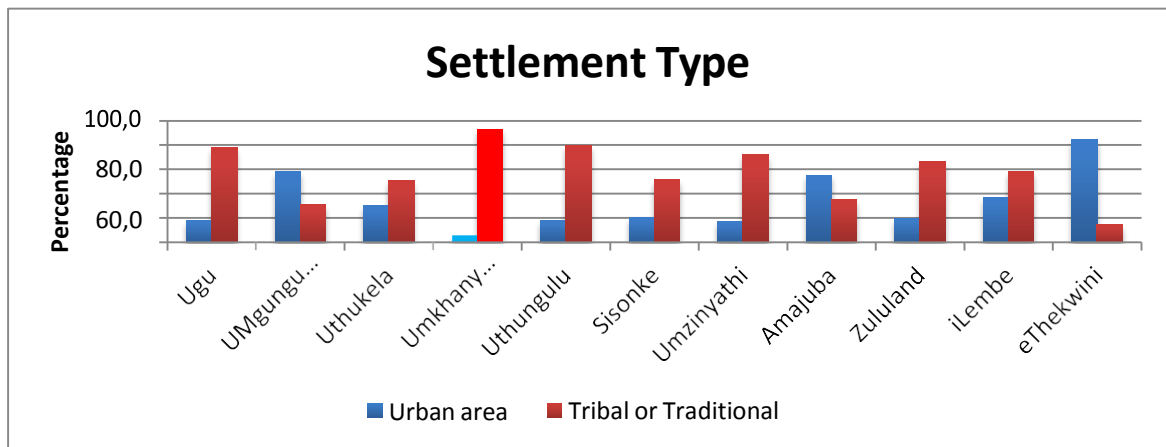
- Access to cellphones still needs to improve especially in rural areas

3.7 Environmental Sustainability and Spatial Equity

3.7.1 Overview of Environmental Sustainability and Spatial Equity

Land use patterns

The settlement type in UKDM is completely dominated by population residing in tribal or traditional areas (in excess of 90%) and is by far the highest figure of all districts within the province. Only 5.6% of the population resides in settlements classified as “urban” areas. According to the land-cover analysis of the district 4.3% of the district land area is classified as “built-up” of which 2.9% are low density settlements and only 0.5% as dense settlements.



Data Source: Statistics SA, Census 2011

UMkhanyakude Environmental Management Framework

The Sustainability Criteria serve to aid decision-making in terms of screening, selecting and prioritising projects and programmes in UKDM that uphold the environmental vision.

The Desired State of the Environment Report for the uMkhanyakude District Municipality identified nine Environmental Management Zones. These Zones are summarized in the table below:

Environmental Management Zones

Environmental Management Zone	Desired State
World Heritage Site	In accordance with the iSimangaliso Wetland Park Integrated Management Plan (IMP): “To protect, conserve and present the iSimangaliso Wetland Park and its World Heritage and cultural values for current and future generations in line with the standards laid down by UNESCO and the World Heritage Convention Act, to deliver benefits to communities living in and adjacent to the Park by facilitating optimal tourism and related development, and to promote equitable access” (iSimangaliso Wetland Park Authority. 2011).
Conserved Terrestrial Biodiversity	Each protected area is to be managed in accordance with an IMP. The visions contained in these IMP serve to articulate high-level statements of the desired state. For example, the Hluhluwe-iMfolozi Park IMP expresses the vision for the park as follows: <i>“A consolidated park that is secured and legally protected containing an intact, viable, fully functioning spectrum of ecosystems with a full complement of species and processes where the ecological integrity is assured. A park which is supported by local and international communities, and which contributes significantly to the economic development of the region, through sound best-practice management and the provision of eco-cultural opportunities, as well as providing sustainable and tangible benefits to people.”</i>
Un-conserved Terrestrial Biodiversity	The UKDM contains a wealth of natural resources, which need to be appropriately protected to ensure that the associated environmental goods and services are not jeopardised.
Surface Freshwater	Water resources to be managed to allow for sustainable and equitable use. Water resources that feed into Protected Areas to support significant biodiversity and tourism objectives in these areas. Future visions established by Catchment Management Agencies to be adopted.
Agriculture	High potential, unique agricultural land and land under irrigation with approved water rights should be and protected. UKDM’s vision for the agricultural sector includes becoming a food production centre and an export earner, as well as being a major value add centre.
Heritage	Protection of heritage resources in uMkhanyakude.
Buffer Zones	Maintain buffer zones for EKZNW Protected Areas and

	<p>the Zones of Influence for the iSimangaliso Wetland Park to manage conflicts between external and internal management objectives, and to protect the core area that is afforded formal protection.</p> <p>Any proposed development must be appropriate and provide socio-economic benefits for the people of UKDM without compromising the integrity of the protected area.</p>
Non-sensitive Areas	<p>Confirmation of degraded state.</p> <p>Investigate development opportunities and harness potential.</p> <p>Investigate the need to rehabilitate the environment in these areas.</p> <p>Prevent impacts to sensitive environmental features in adjoining EMZs.</p>

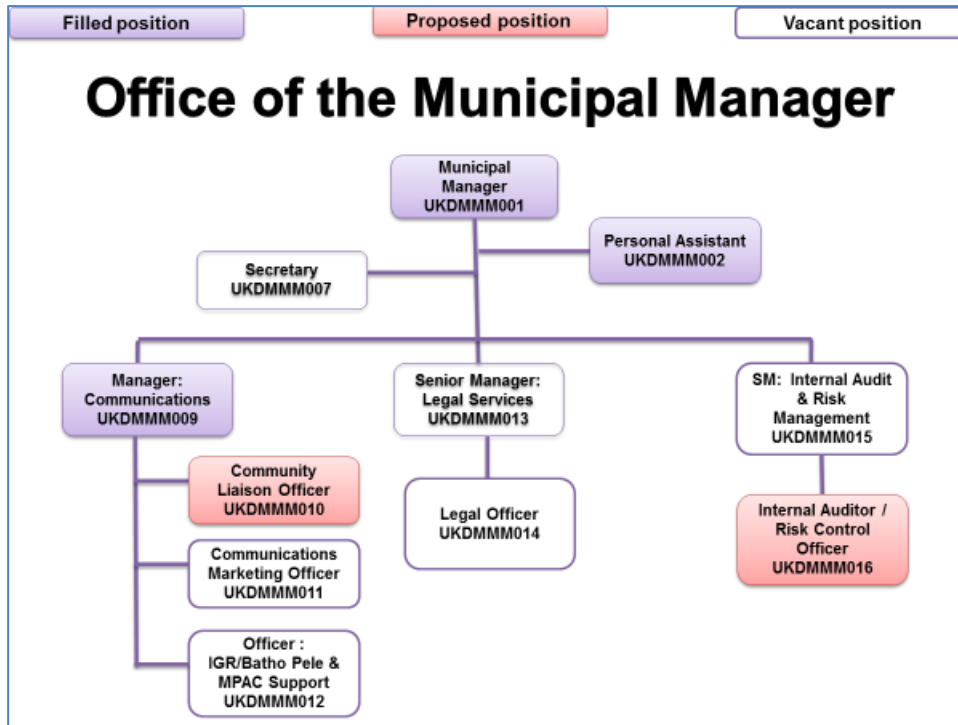
3.8 Summary of Demographic Analysis

- 38% of households is electrified
- 74% of households make use of own refuse removal systems
- 18.4% of households do not have access to sanitation facilities
- 30% of households still depends on untreated water sources
- Life expectancy at birth is estimated to be at 56.1 years
- 53.9% of households are female headed
- 48% of households is very small with 3 or less rooms each
- 79.1% of households earn less than R38 200 per annum
- 33.2% of the land is found under protected or natural reserves

3.9 Sector Analysis

3.9.1 Office of the Municipal Manager

Figure 31: Office of the Municipal Manager's Organogram

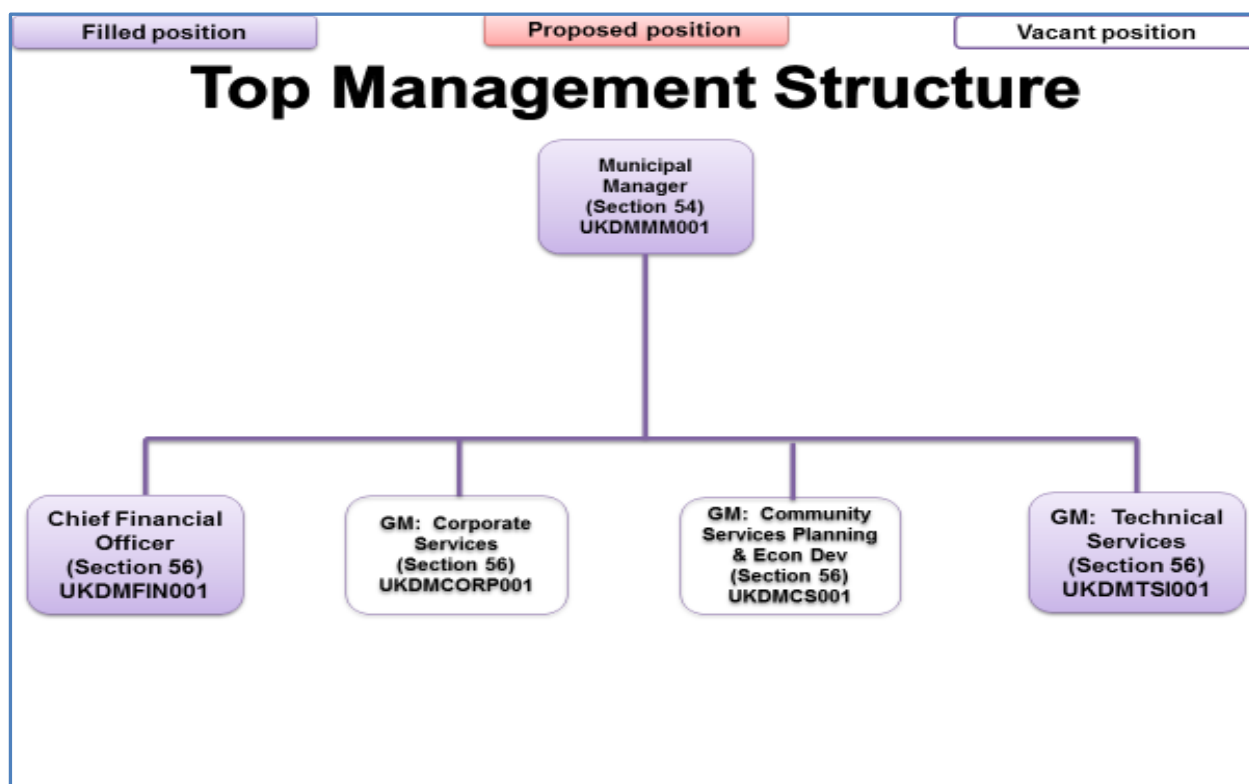


Functions of the Office of the Municipal Manager are as follows:

- Establishing, develop and manage economically viable, effective and accountable administration.
- Taking full liability for sound financial management.
- Coordinating and manage Intergovernmental Relations (IGR).
- Ensuring sound co-operative governance.
- Managing the Municipality's administration in accordance with the Constitution, Local Government Structures Act, the Municipal Systems Act, the Municipal Finance Management Act, the Public Management Act and all other provincial and national legislation applicable.

3.9.2 Top Management Structure

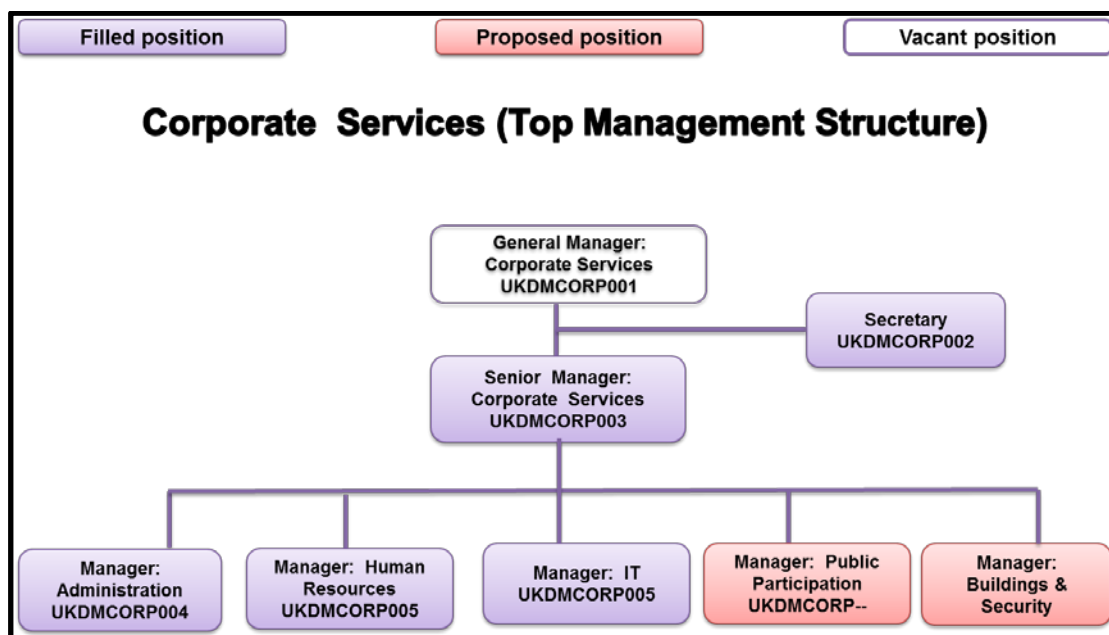
Figure 32: Top Management Organogram



- The Municipal Manager’s position was filled in August 2017;
- The GM for Technical Services’ position was filled in December 2017
- The CFO’s position was filled in December 2017
- The GM for Corporate Services’ position will be filled before the end of 2017/2018 FY
- The GM for Community Services, Planning and Economic Development position is vacant but will be filled before the end of 2017/2018 FY

3.9.3 Municipal Transformation and Institutional Development Analysis

Figure 33: Corporate Services Organogram



The Corporate Services Department is the portal of entry and exit from the Municipality and supports the functions of all the other departments in the Municipality. The Department provides support services and generally ensures that all administrative functions of the Municipality are properly coordinated and instances of delays, wastages and poor productivity are greatly minimized.

Core Functions of the Department

UNIT	FUNCTIONS
Human Resources Planning	<ul style="list-style-type: none"> • Staff establishment • Organizational Structure
Human Resources Recruitment	<ul style="list-style-type: none"> • Recruitment and Selection, Placement • Induction
Human Resource Development	<ul style="list-style-type: none"> • Skills Audit • Career and Succession Planning • Job Evaluation • Training and Development • Employment Equity
Human Resources Administration	<ul style="list-style-type: none"> • Staff Benefits • Conditions of Service
Labour Relations	<ul style="list-style-type: none"> • Disciplinary Code and Procedures • Grievance Procedure • Employment Relations

Health and Wellness	<ul style="list-style-type: none"> • Occupational Health and Safety • Employee Assistance Programme
Information Communication Technology	<ul style="list-style-type: none"> • Electronic Records Management • IT Security Management • IT Disaster Recovery • IT Infrastructure Management • IT Support.
Administration and Auxiliary Services	<ul style="list-style-type: none"> • Fleet Management • Facilities Management • Safety and Security • Auxiliary / Support Services • Archives and Internal Library • Council Support
Policies and Procedures	<ul style="list-style-type: none"> • Policy Administration • Policy Implementation • Legislative Compliance

Human Resources Development Strategy

Human resources are the most important, and the most expensive, resource that the municipality has. Hence, it is vital that it makes optimum use of this resource. The municipality needs to have the right number, the right competencies and the most appropriate organisational and functional spread of human resources, as well as well functioning systems and structures that allow it to be effective and efficient. The need for these resources will change over time as priorities and budget limitations change, and hence we need to update our Human Resource Management and Human Resource Development Strategy and Implementation Plan every year to keep it relevant.

The purpose of this HRM &HRD Strategy and Implementation Plan is to outline key interventions to be undertaken by the municipality in ensuring that it has the right number of people, with the right composition and with the right competencies, in the right places to enable it to deliver on the mandates and achieve its strategic goals and objectives. HR strategic planning is about determining the demand and supply of employees that are critical to achieving strategic objectives, analysing the gap between the demand and supply and developing a plan that seeks to close the gap.

In order to ensure that the Umkhanyakude DM makes the best possible use of its resources to attain its commitments and programme objectives set out in the IDP, SDBIPs, The Turn-Around Strategy and Strategic Plan, the municipality needs to have in place a well-structured HRM &HRD Strategy and Implementation Plan. This strategy informs the decision-makers on the three critical issues:

- current supply of human resources;
- human resources demand, as well as
- Prioritised and strategic HR actions to be taken.

For more details please consult Appendix 7 of this document

List of HR Policies

POLICY NO	POLICY DESCRIPTION
1.1	Working Days and Hours of Work Policy
1.2	Overtime Policy
1.3	Hours of Work Policy
1.4	Benefit and Allowances Policy
1.5	Acting Allowance Policy
1.6	Cellular Telephones Policy
1.7	Transport Allowance and Subsidy Scheme
1.8	Remuneration Policy
1.9	Policy on Long Term Service Allowance
1.10	Salary Increment and Acting Allowance Policy
1.11	Subsistence and Travelling Policy
1.12	Leave of Absence Policy
1.13	Health and Safety Policy
1.14	Employee Assistance Programme
1.15	HIV/AIDS Policy
1.16	Training Policy
1.17	Internship Policy
1.18	Employment Relations Policy
1.19	Incapacity Code and Procedures
1.20	Sexual Harassment Policy
1.21	Racial and Ethnic Harassment Policy
1.22	Employee Studies Assistance Policy
1.23	Termination of Employment Policy
1.24	Recruitment and Selection Policy
1.25	Staff Retention Policy
1.26	Promotion Policy
1.27	Human Resource Management
1.28	Relocation Policy
1.29	Declaration of Interest Policy
1.30	Records Management Policy
1.31	Information Technology Security Policy
1.32	Use of Internet and Email Policy
1.33	Miscellaneous Provisions Policy
1.34	Telephone-Private Calls Policy
1.35	Municipal Housing Scheme & Assistance Policy
1.36	Catering Policy
1.37	Motor Vehicle Usage Policy

ICT Framework

Government transformation is, at a strategic level, informed by government-wide key priority areas that have been translated into 12 strategic outcomes, guided by the Batho Pele principles of equal access to services, increased productivity and lowering of costs. The purpose of information and communication technology (ICT) is to enable the Umkhanyakude District Municipality (UMKDM) in its quest for service delivery. The ICT House of Value depicts the values and key focus areas of ICT service delivery. These strategic outcomes, principles, values and key focus areas inform the acquisition, management and use of ICT.

To determine whether ICT in Government delivers an enabling service, various investigations have been done to establish the shortcomings of ICT service delivery. The first of these was the 1998 Presidential Review Commission (PRC) report, which stated that all-important ICT-decisions should come from the senior political and managerial leadership of the state and not be delegated to the technology specialists, and further that the management of ICT should be on the same level as the management of other resources. It furthermore advocated a common enabling framework of governance.

Since the publication of the PRC report, little has changed with respect to the governance of ICT in the Public Service. This was confirmed by the Auditor General's (AG) information systems review of governance of ICT in government conducted in 2008/09 and again in 2009/10. The AG recommendations included the following:

- A government-wide Governance of ICT Framework should be put in place to implement a national ICT strategy to address ICT risks based on defined processes and standards; and
- The Governance of ICT roles responsibilities should be defined and implemented to ensure adequate government ICT enablement

The view that ICT should be governed and managed at a Political Leadership and Executive Management level is supported by international accepted good practice and standards in the form of King III Code of Good Governance, ISO 38500 Standard for the Corporate Governance of ICT and COBIT a comprehensive Governance ICT Process Framework. It also places accountability for governance of ICT fully in the hands of Political Leadership and Executive Management.

This accountability enables UMKDM to align the delivery of ICT services with the UMKDM's strategic goals.

The executive authority and management of UMKDM need to extend corporate governance as a good management practice to ICT (Corporate Governance of ICT). In the execution of the Corporate Governance of ICT, they should provide the necessary strategies, architectures, plans, frameworks, policies, structures, procedures, processes, mechanisms and controls, and ethical culture. To strengthen the Corporate Governance of ICT further, the IT Manager should be an integral part of the Executive Management of the UMKDM.

More details are contained on Appendix 9

SWOT Analysis of the Department

Strengths	Weaknesses
<ul style="list-style-type: none"> • Human Resources Policies and Procedures in place 	<ul style="list-style-type: none"> • Shortage of staff in scarce skills positions
<ul style="list-style-type: none"> • Effective Local Labour Forum 	<ul style="list-style-type: none"> • Lack of strategic leadership and decision making
<ul style="list-style-type: none"> • Cordial employer and labour unions relationship 	<ul style="list-style-type: none"> • Gender imbalances at Senior management level
<ul style="list-style-type: none"> • Training Opportunities 	<ul style="list-style-type: none"> • Lack of office space
<ul style="list-style-type: none"> • Production Environment in the municipal systems is consistently available. 	<ul style="list-style-type: none"> • PMS limited to Section 54/56 Managers
	<ul style="list-style-type: none"> • High staff turnover (Business Continuity)
	<ul style="list-style-type: none"> • Safety issues not adhered to
	<ul style="list-style-type: none"> • Poor records management

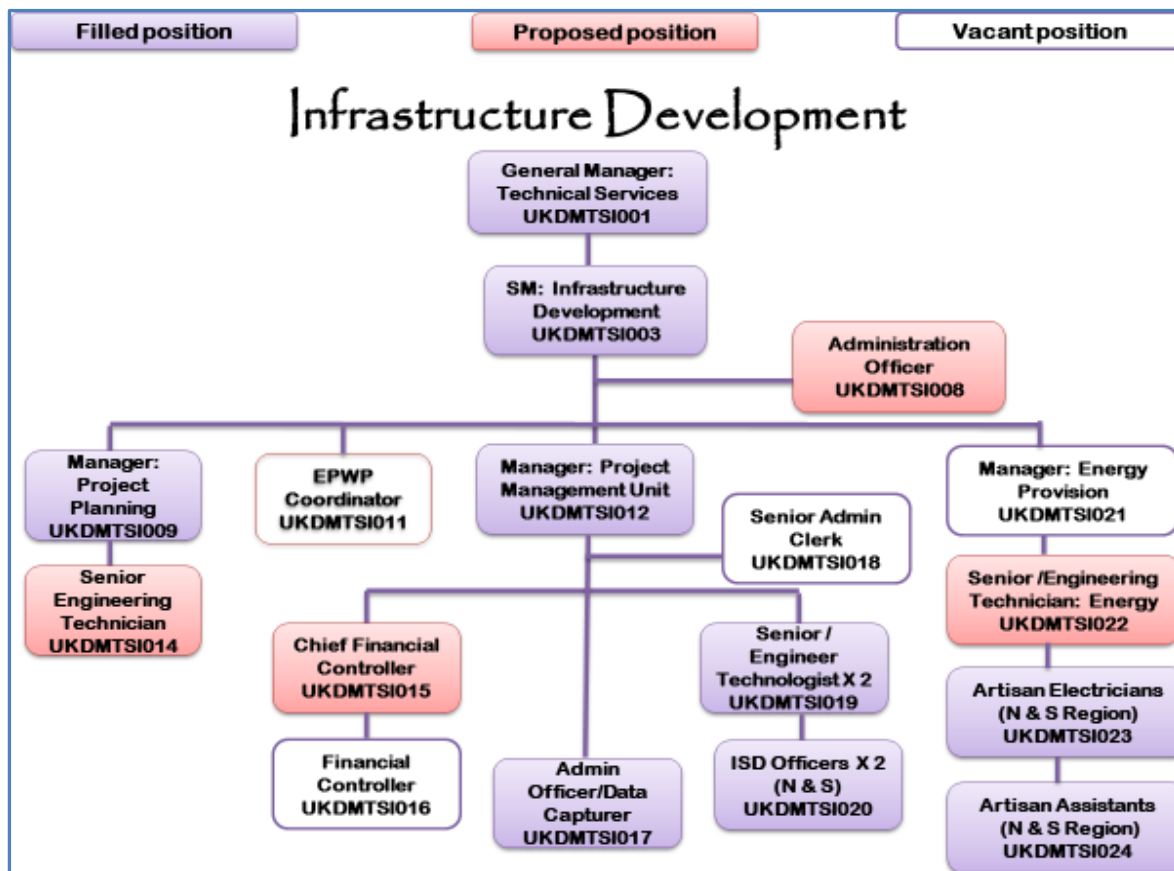
Opportunities	Threats
<ul style="list-style-type: none"> • Ability to attract skills from smaller municipalities 	<ul style="list-style-type: none"> • Prevalence of HIV and AIDS
<ul style="list-style-type: none"> • Migrating to Task Grade System 	<ul style="list-style-type: none"> • No accommodation for employees
	<ul style="list-style-type: none"> • No recreational facilities
	<ul style="list-style-type: none"> • Geographical location of the Municipality (Deeply rural)
	<ul style="list-style-type: none"> • No IT Disaster Recovery Site in place

Challenges and Proposed Interventions for Corporate Services Department

Key Issue	Challenges	Proposed Interventions
Organizational Structure	<ul style="list-style-type: none"> • Bloated structure • Staff misplacement • Lack of requisite skills especially on critical positions • Van der Merwe Salary System 	<ul style="list-style-type: none"> • Revision of the organogram • Staff placement • Development of job descriptions • TASK Job Evaluation • Implementation of continuous management reform
Recruitment and Staff Appointment	<ul style="list-style-type: none"> • High staff turnover as a result of lack of recreational facilities and safe accommodation • Moratorium on the filling of positions 	<ul style="list-style-type: none"> • Review of the Municipal Retention Strategy • Optimal use of available resources
Council Structures	<ul style="list-style-type: none"> • Timeous implementation of ExCo and Council Resolutions 	<ul style="list-style-type: none"> • Implementation of the Resolutions Register. • Consequence management for non-implementation of resolutions
	<ul style="list-style-type: none"> • Some Council Committees not fully functional 	<ul style="list-style-type: none"> • Adherence to the adopted schedule of Council of meetings • Gazetting of Standing Rules and Orders and implementation thereof (sanctions)
Poor records management	<ul style="list-style-type: none"> • Appraisal of municipal records and disposal thereof • Outdated Records Management Policies and Procedures 	<ul style="list-style-type: none"> • Review of Records Management Policy, Procedure Manual and File Plan • Forward a request to Provincial Archives for records appraisal
Policies and Procedures	<ul style="list-style-type: none"> • Policies were last reviewed and adopted in 2013 • Adherence to municipal policies and procedures is a major challenge 	<ul style="list-style-type: none"> • Work shopping all revised policies to ManCo, LLF, Staff and Council
Labour Relations	<ul style="list-style-type: none"> • Adherence to timelines outlined in the Disciplinary Procedure and Code Collective Agreement • Lack of internal capacity to serve as either Prosecutors or Presiding Officers • Lot of disputes referred to SALGBC 	<ul style="list-style-type: none"> • The Municipality in collaboration with SALGA to train middle managers as Prosecutors and Presiding Officers • Addressing labour disputes internally before they are referred to the SALGBC

Key Issue	Challenges	Proposed Interventions
Facilities Management	<ul style="list-style-type: none"> • No ablution facilities and office space for municipal satellite areas 	<ul style="list-style-type: none"> • Making use of available park homes (subject to cost-benefit analysis). The number of employees will determine municipal priorities
Fleet Management	<ul style="list-style-type: none"> • Poor Internal Controls which exposes municipal fleet to abuse and vandalism • Safety of municipal fleet • Adherence to Fleet Management Policy 	<ul style="list-style-type: none"> • Control of municipal fleet to be strengthened • Installation of vehicle tracking devices • Development of a Policy for the utilization of fleet allocated to POBs • Capping fuel cards to a certain amount per month and submission of monthly fuel expenditure reports • Finance to be responsible for fleet as part of municipal assets
Employment Relations	<ul style="list-style-type: none"> • The relationship between management and labour is not conducive • Unresolved labour disputes 	<ul style="list-style-type: none"> • Clear definition of roles and responsibilities for the Local Labour Forum; • Administrative accountability of the Unions (MM or HR) • Sound labour and management / HR relations
Productivity and Staff Morale	<ul style="list-style-type: none"> • Productivity of employees is very low which is characterized by high rate of absenteeism and lack of discipline 	<ul style="list-style-type: none"> • Setting the tone at the top (All) • Leading by example (All) • Taking charge of employee management (All) • Development of systems and procedures (HR) • Consequence Management (All)
IT Management	<ul style="list-style-type: none"> • Inadequate Environmental controls in case of Disaster. • Back Up and Recovery Systems • Segregation of duties which may lead to fraud (AG Finding) • Inadequate Change Management Procedure 	<ul style="list-style-type: none"> • Provide budget to implement Fire detection & Suppression system, fire matt, fire door etc. • Procure Backup server for testing of all system updates & releases before deploying to the live environment. • Increased and appropriate utilization of ICT • Provision of personnel to the IT Unit
Skills Development	<ul style="list-style-type: none"> • Shortage of requisite skills to implement the municipal strategic plan (delivering services) 	<ul style="list-style-type: none"> • Empowering employees through focused and continuous professional / skills development • Performance Management

3.9.4 Basic Service Delivery and Infrastructure Development Analysis



3.9.4.1 Legislative Framework

The Umkhanyakude District Municipality is a Water Services Authority (WSA) and as such is mandated by the Water Services Act to progressively ensure efficient, affordable, economical and sustainable access to water services for all consumers and potential consumers within its area of jurisdiction. The municipality is also a Water Services Provider (WSP) for the consumers within its area of jurisdiction.

Core Functions of the Technical Services Department

The prime mandate of Technical Services Department is provision of reliable, cost effective, efficient and sustainable water services to communities within municipal jurisdiction.

Departmental Sections are as follows:

- Infrastructure Development
- Operations and Maintenance
- Water Service Authority

Overall Objectives of the Department

- Provision of reliable, cost effective, efficient and sustainable water services in line
- Research and development of new projects.
- Preparation of short, medium and long term water development plans and implementation strategies.
- Operation and maintenance of water and sanitation schemes,
- Planning and implementation of municipal capital infrastructure projects,
- Management of electricity at Ingwavuma and KwaMsane

Water Services Authority Unit

Responsibilities of the Unit

- Regulation – Formulation of water services by-laws.
- Preparation of the Water Services Development Plan.
- Formulation of technical guiding principles for engineering designs,
- Compilation of the water and sanitation master plan
- Formulation of the survival water distribution strategy – water tanker reduction strategy
- Monitor the reduction of water services backlogs.
- Update the water services master plans.
- Align projects and budget to the IDP framework.
- Ensure that communities understand the council policies and procedures related to water services
- Compilation of the water and sanitation master plan.
- Research and development – infrastructure project feasibility studies.
- Compilation of projects business plans.
- Formulation of water services by-laws.
- Communicating Council water services policies with the public and other sectors,
- Alignment of National, Provincial and infrastructure development projects : (housing and industrial) with the WSDP and advise Council accordingly,
- Preparation of the survival water distribution plan
- Management of rudimentary projects emanating from water tanker reduction strategy.
- Water and wastewater quality compliance monitoring.

Infrastructure Development Unit

Responsibilities of the Unit

- Managing electricity at Ingwavuma and KwaMsane.
- Preparation of Energy Sector Plan.
- Implementation of new water and sanitation projects,
- Creation of job opportunities through the implementation of EPWP principles and strategies.
- Managing the construction of both water and sanitation projects,
- Preparing project progress reports,
- Interpretation of engineering drawings,
- Ensuring the use of labour intensive methods in construction projects, employment and training local community members
- Undertake projects inspections
- Design and construction of all approved infrastructure projects
- Operation and management of Ingwavuma and KwaMsane electricity network

Water Services Operations & Maintenance Unit

Responsibilities of the Unit

- Management of Council water services infrastructure,
- Management of the support agent and other service providers appointed within the section,
- Management of the Council water tanker reduction strategy,
- Management of water quality programme and ensuring compliance with applicable legislation,
- Implementation of water balancing, leak detection and water loss prevention programme,

- Ensure that the water services infrastructure complies with all OHS act requirements,
- Customer Relations Management
- Operation and maintenance of all water services infrastructure which includes the following:
 - Ensuring that all rural water schemes are functional,
 - Water production in terms of the applicable specifications and national guidelines,
 - Ensuring that all town water networks are functional and without leaks,
 - Ensuring that the sewerage systems and plants are operational and maintained in accordance with the prevailing legislation.
 - Ensuring that water quality tests are done and checked against SANS 241

specifications,

- Responsible for the water loss management,
- Responsible for the emergency and drought relief programmes of the municipality which includes the following:
 - Drilling, testing and equipping of new boreholes,
 - Repair and maintenance of hand pumps,
 - Spring development and protection,
 - Provision of water through the water tankers,
 - Functional Call Centre, proper recording of complaints, interaction with consumers and analysis of data for effective planning.

3.9.4.2 Water Access Backlogs

The water services backlog was determined utilising a combination of Census 2011, the UKDM asset register, verified data from consultants and the StatsSA 2016 Community Survey.

Sector	HH with access	% with access	HH without access	% without access	Total HH
Water	103 496	68%	47 749	32%	151 245
Sanitation	85 570	57%	65 675	43%	151 245

Table 3: UKDM Comparison in Access to Water

ACCESS TO WATER												
Source of water	Number of Households 2011						Number of Households 2016					
	Umhlabuyalingana	Jozini	Mtubatuba	Big 5 Hlabisa	UKDM	Percentage	Umhlabuyalingana	Jozini	Mtubatuba	Big 5 Hlabisa	UKDM	Percentage
Regional/Local water scheme (operated by municipality or other water services provider)	13,881	17,171	15,219	8,037	54,309	42%	20,590	23,339	23,297	8,446	75,672	50%
Borehole	10,022	3,691	2,548	2,327	18,588	14%	12,180	6,382	3,769	5,493	27,824	18%
Spring	542	1,165	593	931	3,232	3%	440	980	503	809	2,732	2%
Rain water tank	948	777	1,047	736	3,508	3%	940	750	1,440	710	3,840	3%
Dam/Pool/Stagnant water	948	2,486	4,224	1,652	9,310	7%	640	1,933	3,359	1,737	7,669	5%
River/Stream	4,300	10,101	6,492	5,214	26,107	20%	1,651	7,907	5,087	5,288	19,933	13%
Water vendor	440	466	524	255	1,685	1%	430	410	499	321	1,660	1%
Water tanker	779	1,476	1,675	639	4,570	4%	745	1,329	1,255	1,639	4,968	3%
Other	1,998	1,554	2,583	812	6,947	5%	1,998	1,554	2,583	812	6,947	5%
TOTAL	33,857	38,849	34,905	20,584	128,195	100%	39,614	44,584	41,792	25,255	151,245	100%

Source: StatsSA Census 2016 and Community Survey 2016

3.9.4.3 Sanitation Access Backlogs

The sanitation access backlogs were determined utilising a combination of Census 2011 and the StatsSA 2016 Community survey. The sanitation backlog for the district is 43.5% in 2016 compared to 45% in 2011. This shows a very slow pace in the eradication of sanitation backlogs which can highly be attributed to the municipality's main focus on water provision. In accordance with the 2016 Community Survey, a total of 65 675 households have below minimum level of service in terms of sanitation access.

Only 16.6% of the entire population within the district have got access to water borne sanitation with 15.2% having no access to any form of sanitation. The municipality is targeting to reduce the sanitation backlogs by 30% through the provision of Ventilated Pit Latrines (VIP) by 2027.

Table 4: Access to Sanitation

ACCESS TO SANITATION					
	Households 2016				
	Umhlabuyalingana	Jozini	Mtubatuba	Big 5 Hlabisa	UKDM
None	17%	20%	14%	6%	15%
Flush toilet (connected to sewerage system)	3%	12%	17%	22%	13%
Flush toilet (with septic tank)	2%	3%	5%	6%	4%
Chemical toilet	10%	15%	11%	21%	14%
Pit toilet with ventilation	40%	18%	16%	36%	26%
Pit toilet without ventilation	22%	27%	26%	8%	22%
Bucket toilet	0%	0%	0%	0%	0%
Other	6%	4%	11%	1%	6%

Source: StatsSA 2016 Community Survey

Table 5: UKDM Comparison on Access to Sanitation

ACCESS TO SANITATION												
Toilet Facility	Number of Households 2011						Number of Households 2016					
	Umhlabuyalingana	Jozini	Mtubatuba	Big 5 Hlabisa	UKDM	Percentage	Umhlabuyalingana	Jozini	Mtubatuba	Big 5 Hlabisa	UKDM	Percentage
None	6,230	8,974	6,457	1,949	23,611	18%	6,845	8,944	5,733	1,455	22,977	15.2%
Flush toilet (connected to sewerage system)	948	3,730	5,934	2,140	12,751	10%	1,121	5,549	7,260	5,460	19,390	12.8%
Flush toilet (with septic tank)	846	971	1,152	1,175	4,145	3%	876	1,184	2,172	1,552	5,784	3.8%
Chemical toilet	5,620	7,847	3,107	4,172	20,746	16%	3,875	6,863	4,683	5,218	20,639	13.6%
Pit toilet with ventilation	13,611	6,954	4,014	8,186	32,764	26%	15,853	8,215	6,478	9,211	39,757	26.3%
Pit toilet without ventilation	5,349	8,119	9,494	2,330	25,293	20%	8,641	12,239	11,048	1,984	33,912	22.4%
Bucket toilet	474	544	279	299	1,596	1%	0	0	0	0	0	0.0%
Other	813	1,671	4,468	321	7,272	6%	2,403	1,590	4,418	375	8,786	5.8%
TOTAL	33,857	38,849	34,905	20,584	128,195	100%	39,614	44,584	41,792	25,255	151,245	100%

Source: StatsSA Census 2016 and Community Survey 2016

Table 6: Water Services Backlogs and Eradication Costs 2016

Municipality	Total HH	WATER				SANITATION			
		HH unserved	HH with access	% Access	Eradication costs (million)	HH unserved	HH with access	% Access	Eradication costs (million)
Umhlabuyalingana	39,614	6,844	32,770	83%	R 752.84	17,889	21,725	55%	R 268.34
Jozini	44,584	14,863	29,721	67%	R 1,634.93	22,773	21,811	49%	R 341.60
Mtubatuba	41,792	14,726	27,066	65%	R 1,619.86	21,199	20,593	49%	R 317.99
Big 5 Hlabisa	25,255	11,316	13,939	55%	R 1,244.43	3,814	21,441	85%	R 57.21
UKDM	151,245	47,749	103,496	68%	R 5,252.06	65,675	85,570	57%	R 985.13

It can be deduced from Table 6 above that a minimum of **R 5.25 billion** is needed to eradicate water access backlogs as of 2016. This figure only applies to first time access and does not account for the maintenance backlogs. It is also worth noting that this backlog eradication figure does not also take into account population growth.

The sanitation eradication backlog cost is estimated at **R 985 million** assuming dry sanitation to all those households without access at the moment. Similar to the water backlogs eradication cost, this figure does not account for maintenance backlogs as there are some households which were previously served but their schemes are currently dysfunctional due to prolonged lack of maintenance.

3.9.4.4 Infrastructure Analysis

Historically the municipality has been characterised by many small stand-alone schemes utilising local water resources; supplying to a basic level of service in rural areas, and a higher level of service in urban areas. The Shemula, Jozini, Hluhluwe, and Mtubatuba are the only areas currently served by large capacity water treatment works. The remainder of the DM is served by small conventional or package treatment works, or schemes with chlorination only. The number of schemes, and the accessibility to these, has resulted in management and maintenance challenges, with schemes regularly not functioning at an optimal level, in some cases falling into disrepair, and others simply not having power or diesel to operate the pumps. These challenges have led the municipality to investigate bulk supply scheme options to try and improve on the sustainability of supply, and reduce the O&M challenges. The possible solution to the water supply infrastructure in the future is the careful combination of local water resources (including groundwater) with bulk supply sources.

A basic calculation of the current WTW capacity (94.5 Ml per day) and the demand based on current level of service (59.7 Ml/day), shows there is sufficient treatment capacity at present. This capacity excludes all boreholes that are utilised without a WTW, which provide significant additional water across the DM every day.

There are six major water supply schemes namely:

- Shemula
- Jozini
- Mtubatuba
- Hluhluwe
- Mpukunyoni
- Kwangwanase

Shemula Supply Scheme



The Shemula WMP Supply Area is divided into Shemula Eastern Sub-Supply Area and Shemula West and Central Sub-Supply Area.

Status of Shemula Supply Scheme Population Figures

- Total current Households – 36 400
- 2025 Projected Households - 49 000
- 2045 Projected Households – 70 500
- Total Current Population – 175 000
- 2025 Projected Population – 230 000
- 2045 Projected Population – 332 000
- Average People per Household – 4.8

Growth Rates:

- 3% in urban areas
- 1% in rural areas

Status of Shemula Supply Scheme:

Being rolled out in 6 phases, progress of which is;

Phase 1

Complete

Phase 2A

Under construction

Phase 2B

- Approval to appoint surveyors to complete survey for bulk main along Road P522 towards Jozini
- Approval to appoint Geotechnical Engineers to carry out necessary Geotechnical Investigations for Phase 2B

Balance of Project (Phases 3 – 6)

- Approval to request quotations for Survey, Geotech and ISD
- Approval to proceed with designs to tender stage

Upon completion, the project would cover the following areas:

- Manyiseni
- Ndumo
- Ingwavuma
- Embonisweni
- Mshundu
- Thengani
- Manguzi
- Enkanyezini

Status of Shemula Supply Scheme – Budget for Implementation

Estimated Budget – R 850 052 000.00

Phase 1	: R 120 185 000.00 – Complete
Phase 2A	: R 57 902 000.00 (in progress)
Phase 2B	: R 127 630 000.00
Phase 3	: R 162 260 000.00
Phase 4	: R 113 415 000.00
Phase 5	: R 46 930 000.00
Phase 6	: R 221 730 000.00

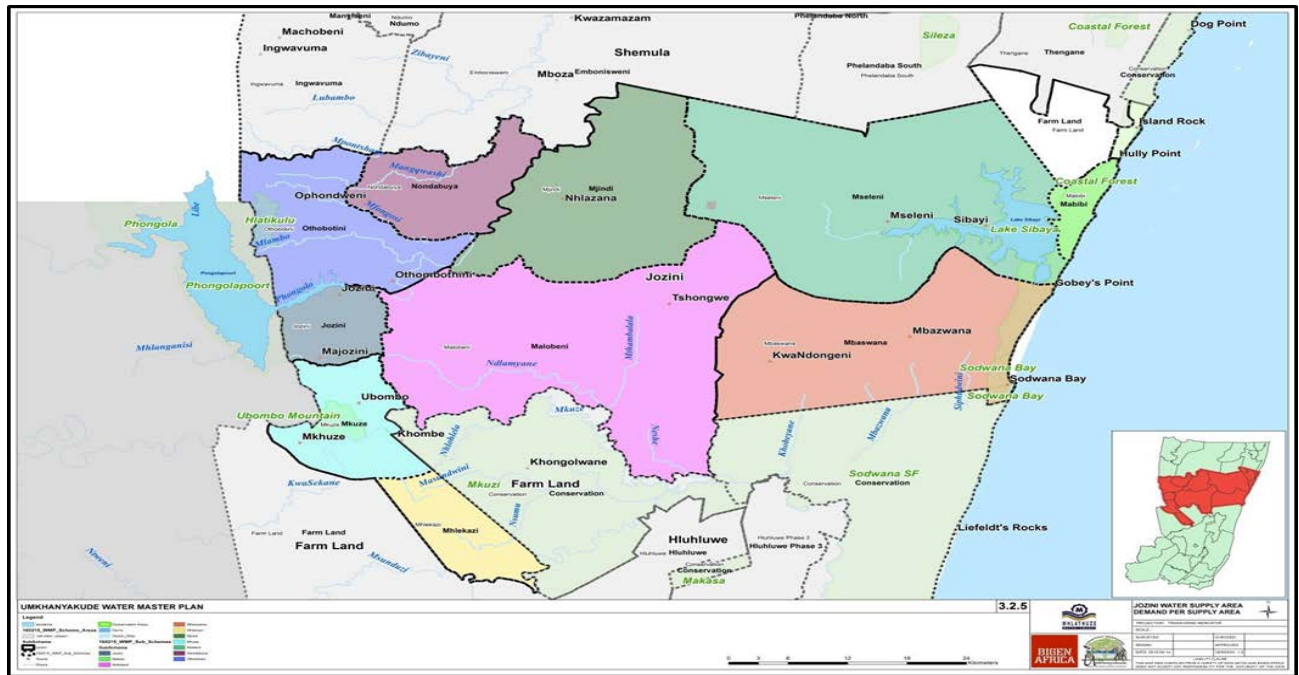
R207 052 290 has been approved to date
R161 553 719.67 is the recorded expenditure

The balance is R45 498 570.33
R642 999 710 is required to complete the project

Operational Challenges for Shemula Supply Scheme

- Illegal watering of gardens/ farms using treated municipality water resulting in water shortages in Ndumo town
- High number of unauthorised connections on bulk lines
- Existing PRVs bypassed whilst some have stopped working;
- Very high night flows on line to Ndumo
- Frequent reservoir overflows at Command reservoir
- Lack of telemetry between WTW and reservoirs;
- WTW upgraded but the rest of the system is still operating on previous design

JOZINI SUPPLY SCHEME



The project contained multiple phases to supply major parts of the Jozini, uMhlabuyalingana and Hlabisa Big 5 local municipalities

Jozini scheme is divided into 9 WTW plants, each supplying its respective areas;

- Tshongwe Malobeni
- Othobothini
- Nondabuya
- Mjindini
- Jozini
- Mkuze
- Mhlekazi
- Mseleni
- Mbazwana

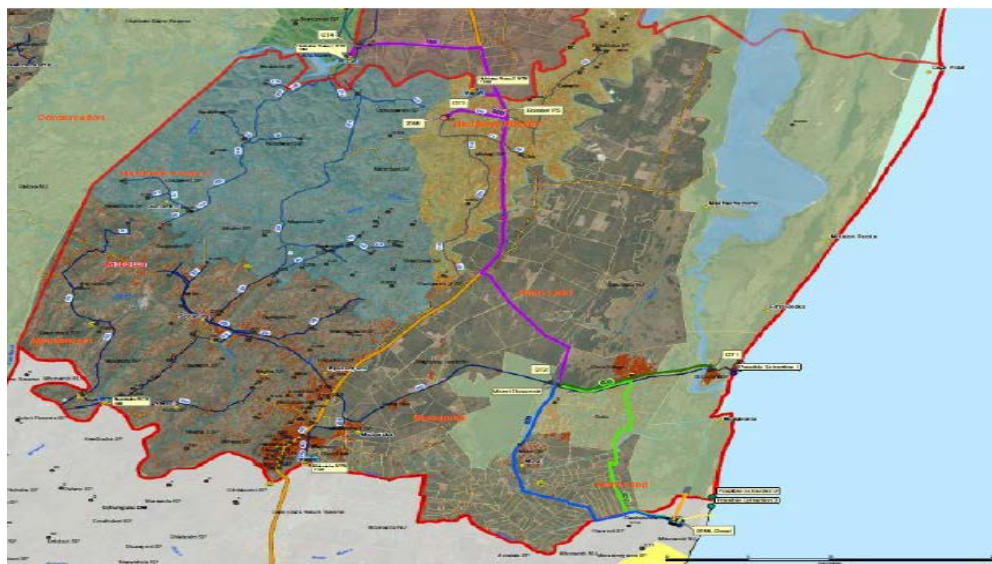
Estimated Budget – R 978 000 000.00

- Phase 1A-1 : R 24 000 000.00 – Complete -
- Phase 1A-2 : R 25 000 000.00 (in progress)
- Phase 1A-3/4 : R 81 000 000.00
- Phase 1B : R 290 000 000.00
- Phase 1C : R 372 000 000.00
- Phase 1D : R 79 000 000.00
- Phase 2 : R 107 000 000.00

Operational Challenges for Jozini Water Scheme:

- Water scarcity in oThobothini due to lack of reticulation
- Frequent leaks in Machibini, Area 17 and Makhonyeni due to unauthorised connections; residential, institutional and commercial
- Machibini pumps under-sized to adequately supply respective zones
- Vandalism of consumer meters – both residential and commercial
- Construction and buildings are occurring over existing pipe lines
- Pumps failure due to lack of maintenance
- Water scarcity in to Gedleza tower from Mjindi plant
- Mjindi pumps under-sized to adequately supply respective zones
- Vandalism of consumer meters

MTUBATUBA SUPPLY SCHEME



The Mtubatuba Supply Area included Mtubatuba town, Nordale, St Lucia, Dukuduku, KwaMsane and Ndlovu Village, with an average SIV of 10 ml/day

The scheme is divided into 2 Water Treatment Works, both abstracting off the uMfolozi river; Mtubatuba and Nkolokothon

- The Mtubatuba Supply Area includes Nordale, Mtubatuba town, St Lucia, Dukuduku, KwaMsane and Ndlovu Village, with an average SIV of 10 ml/day
- Total backlog of 8 521 stands that need to receive access to RDP supply
- The capacity of the treatment works of 20Mℓ/day is sufficient for the current demand. The treatment works is currently producing 6 – 8Mℓ/day due to Mfolozi being dry
- The 20 year (2035) GSPD (Gross Summer Peak Demand) is 35 Mℓ/day.
- Due to low yields at the source, a 20ml/day desalination plant has been proposed for construction at St Lucia at a cost estimate of R1,5 Billion rand

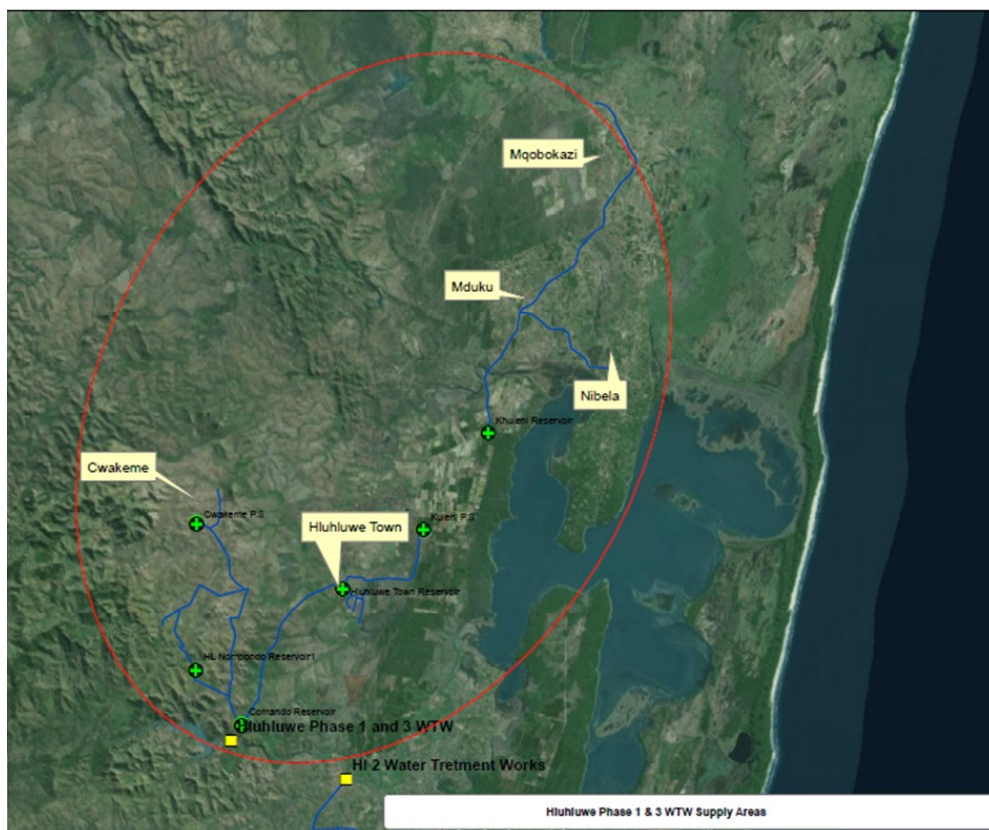
Operational Challenges for Mtubatuba Supply Scheme

- Draught and Low yields from the uMfolozi river
- Frequent breaks along 160mm AC bulk line between Bhobhoza and KwaMsane reservoirs
- High internal leakage rate especially in Ndlovu village
- Lack of reticulation within Nkodibe, Somkhele, etc
- Lack of maintenance being carried out at plant
- Reservoirs in poor condition due to not being scoured
- When correct pressure is experienced, bursts occur on aging infrastructure

Status of Mtubatuba Supply Scheme – Budget for Implementation of Desalination Plant

INSTALLATION OF A 20 M ³ /DAY DESALINATION PLANT FOR MBONAMBI			Friday, 04 August 2017	
SUMMARY OF ESTIMATE OF COSTS (CAPITAL AND O&M EXPENDITURE)			Revision 0	
Item No.	Description	Amount	Total	Component Factor
1	DIRECT COSTS		R 951 265 185	73.52%
2	Construction of 350mm X 13km and 600mm ND X 49.8 km (62.8km) Pipeline, 20 Ml Reservoir and 113kw HLPs and 175kw Booster Pumpstation	R 482 388 684		37.28%
	Drum Screen Filter	R 6 782 000		0.52%
	Pre-Treatment (UF)	R 21 600 000		1.67%
	Reverse Osmosis Plant (RO, UFCIP, ROCIP)	R 84 470 000		6.53%
	Post Treatment (Remineralisation, Disinfection)	R 47 925 000		3.70%
2.1	Hedging on Foreign Exchange	R 4 823 310		0.37%
3	Vertical well and Pumpstation and raw water rising main	R 48 020 688		3.71%
4	Brine Return and Backwash Pumped Outfall	R 41 538 833		3.21%
5	Civil	R 28 114 286		2.17%
6	Installation Parts & Commissioning (Steelwork, Pipework, Workforce, Accommodation)	R 24 670 400		1.91%
7	Shipping and Freight	R 4 100 000		0.32%
	Bulk Electrical Supply	R 58 500 000		4.52%
8	Contract Preliminaries including defects liability and training	R 98 331 984		7.60%
9	SUBTOTAL DIRECT COSTS	R 951 265 185		
10	INDIRECT COSTS		R 188 215 081	14.55%
10.1	ADD: Engineering Fees	R 114 151 822		8.82%
10.2	Project Management	R 47 563 259		3.68%
10.3	Environmental Authorizations	R 15 000 000		1.16%
10.4	Specialist Marine Site Investigation	R 3 000 000		0.23%
10.5	Land Legal	R 5 000 000		0.39%
10.6	Finance Bridging Fees	R 3 500 000		0.27%
10.7	Finance Fees	R 1 500 000		0.12%
11	SUBTOTAL INCLUDING FEES	R 1 140 980 266	R 1 139 480 266	88.18%
12	INDIRECT COSTS - OTHER		R 152 920 405	11.82%
12.1	Escalation @ 6%	R 57 075 911		4.41%
12.2	Contingencies @ 8%	R 95 844 494		7.41%
13	Total Estimated Costs (excl VAT)	R 1 293 900 671	R 1 292 400 671	100%
14	Vat @ 14%	R 181 146 094	R 180 936 094	
15	TOTAL ESTIMATED PROJECT CAPITAL COSTS (INCLUDING VAT)	R 1 475 046 765	R 1 473 336 765	

HLUHLUWE SUPPLY SCHEME



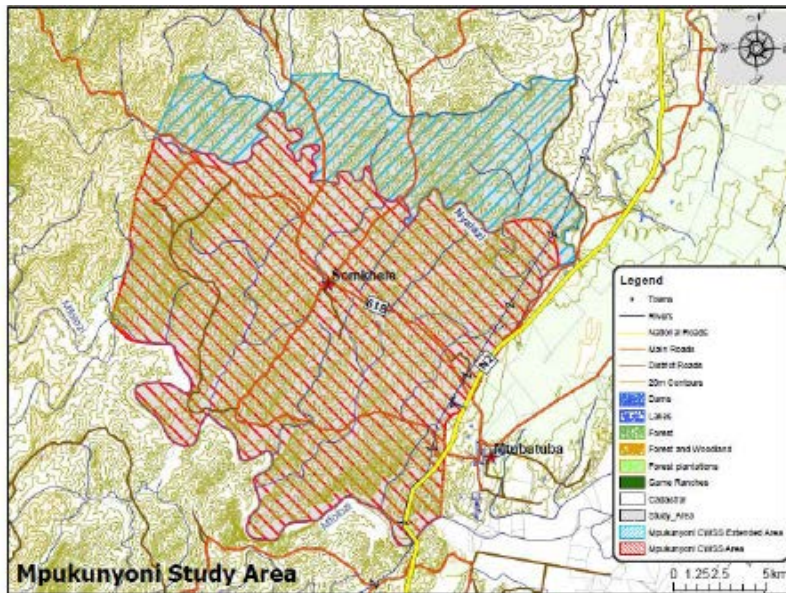
The scheme is divided into 2 Water Treatment Works;

- Hluhluwe Phase 1 WTW – supplies Phase 1 and 4 of the system including Hluhluwe town, Mduku, Nompondo, Smolo, Cwakeme, Mthekwini, Mdletsheni
- Hluhluwe Phase 2 WTW – supplies Phase 2 of the system including Shikishela

Operational Challenges:

- Low pressures problems in the systems
- Lack of maintenance at plant resulting in WTW filters being clogged;
- Both treated water and sludge pumps not operating efficiently;
- Shikishela line has many illegal connections affecting water supply;
- Damaged infrastructure makes it hard to supply water to the community;
- Aging infrastructure results in many leaks occurring during intermittent supply;

MPUKUNYONI SUPPLY SCHEME



- This is a Community water supply scheme, that supplies water to the Mpukunyoni Tribal Authority (TA) area to the west of Mtubatuba town, in the southern part of UKDM
- The scheme supply area is home to approximately 66 500 people (2015) in 11 400 households, and growing at 0,9% per annum
- Currently, the scheme is relatively dysfunctional

Status of Mpukunyoni Supply Scheme – Budget for Implementation of Remedial works

The estimated budget is the implementation of the following work packages;

- Refurbish the raw water abstraction system
- Refurbish the water treatment works at Nkolokothon.
- Refurbish 4 sets of pumps and pipework, and the electrical supply and telemetry
- Refurbish pipework, level and flow control at 12 existing reservoirs and repair minor (non-structural leaks)
- Repair leaking existing bulk connector mains and larger reticulation pipelines
- Construct 9 new concrete reservoirs to increase the total storage capacity from 12 hours to 48 hours of AADD
- Installation of bulk water meters to enable water balance and billing of external Clients
- Provision of SCADA system for local WTW control and wide-area system monitoring of flowmeter, reservoir level and other instrument outputs with the aim of facilitating water balance audit in real time.

Estimated Budget

DIRECT COSTS:		
Refurbishment		
Abstraction		1 893 364
Silt Channel and Raw Water Sump		2 088 988
Water Treatment Works		4 788 603
Pipelines		2 585 035
Reservoirs		2 934 364
Pump stations		1 746 645
Contingency Allowance for Refurbishment items	15%	2 405 550
TOTAL REFURBISHMENT WORK		18 442 549
New Infrastructure		
	Qty	
Construction of 9 new Reservoirs	4 300 kl	27 562 065
TOTAL NEW INFRASTRUCTURE		27 562 065
REFURBISHMENT AND NEW INFRASTRUCTURE- construction 2017-2019		46 004 614

INDIRECT COSTS:	
Survey & Geotechnical Investigations	650 000
Environmental - EMPr	100 000
Engineering fees and Disbursements	5 520 000
Level 3 Site Monitoring (24 months)	2 400 000
Health & Safety Services	550 000
ISD	920 000
Total Indirect Costs	10 140 000
TOTAL DIRECT & INDIRECT COSTS (excluding VAT)	
	56 144 614
Plus VAT @ 14%	7 860 246
TOTAL DIRECT & INDIRECT COSTS (including VAT)	
	64 004 860

KWANGWANASE SUPPLY SCHEME

- Construction of Kwangwanase phase 3 and enkanyezini phase 2 schemes were completed in 2012.
- The following areas were excluded from these projects:
 - Manguzi town
 - Star of the sea
 - Mshudu (backlog area)
 - Makhanya (backlog area)
- Manguzi town and star of the sea are an important economic development node, requiring urgent intervention.
- Manguzi Town and Star of the Sea currently experience frequent water supply interruptions.
- Bulk and reticulation Pipelines are under-sized due to population growth in the area.
- Supply interruption during power outages due to Inadequate reservoir and elevated tank storage.
- High water losses due to numerous leaks on bulk and reticulation pipelines.
- High prevalence of illegal water and electrical connections.
- Current water sources can only meet current demands and not future demands.
- Lack of accurate as-built drawings of existing infrastructure make it difficult for O&M staff to make repairs to reticulation and ensure good operation.

- The total capital cost of the project, based on the 2013 DWA feasibility study is R 173 658 613,00 (incl. vat). This value is likely to increase the project implementation should have commenced in 2012

<i>COST CATEGORIES</i>	<i>Project</i>
Construction Cost	R 87 374 880.00
P & G	R 18 960 000.00
10% Contingencies	R 10 633 488.00
12% Escalation	R 14 036 204.16
Consulting fees	R 21 327 544.35
VAT	R 21 326 496.31
Total	R 173 658 612.82

3.9.4.5 Surface Water Resources

PongolaPoort Dam

Available information on the registered water use licences indicate a deficit from the historic firm yield of 133.57 million m³/a.

Resource Category	Available / Impact (million m ³ /a)
Gross surface water resource	818
Ecological reserve	-172
Alien invasives	-30
Net surface water resource	616
Groundwater	8
Agricultural return flows	21
Total Catchment Yield	645
Registered use above and from PongolaPoort Dam	-337.3
Reduction in yield due to dam safety	-48
Flood release (Mozambique licence)	-250
Registered use downstream of PongolaPoort dam	-83.27
Tongaat – Irrimec	-60
Deficit	-133.57
Potential DWS Interventions	
Makhathini cottons reallocation	40
Tongaat - -Irrimec	60
Reinstate full supply operation	48
Reduce annual flood release	44
Total possible available Yield	58.43
PongolaPoort Dam	
Storage Capacity	2 445 million m ³
Firm Yield	481 million m ³ /a

Mkuze / Hluhluwe catchment

Resource category	Available / Impact (million m ³ /a)
Gross surface water resource	71
Ecological Reserve	-54
Invasive alien plants	-2
Net Surface water resource	15
Groundwater	12
Agriculture return flow	6
Mining return flow W31	7.12
Urban return flow W31	0.26
Urban return flow W32	0.46
Transfer from Pongola	33
Total available	73.84
Total registered water use W31	-89.49
Total registered water use W32	-34.74
Water Balance	-50.39

Mfolozi Catchment

Resource category	Available /Impact (million m3/a)
Gross surface water resource	57
Ecological reserve	-19
Invasive alien plants	-1
Dryland sugarcane	-1
Net Surface water resource	36
Groundwater	5
Irrigation return flow	5
Urban return flow	4
Industrial return flow	1
Total available	51
Agricultural use	-54.34
Industrial use	-2.11
Mining use	-1.39
Forestry use	-24.04
Domestic use	-15.96
Transfer out	-9
Water Balance	-55.84

3.9.4.6 Water Master Plan (WMP)

The Umkhanyakude District Water Master Plan was developed in 2016 and adopted by Council in the beginning of 2017. The planning document highlights a grim picture on the state of the existing infrastructure most of which is in a state of disrepair due to years of negligence and poor maintenance. The lack of maintenance of the existing infrastructure has given rise to high maintenance backlogs with most communities having erratic water supplies as a result.

The WMP identifies the maintenance and upgrade needs for the district, all of which will have to compete for limited financial resources with new infrastructure meant for first time access to water services.

3.9.4.7 Water Services Development Plan (WSDP)

The first Water Services Development Plan (WSDP) for Umkhanyakude District Municipality was developed in 2003. The WSDP was reviewed and updated in 2009 and ever since then there has not been another review of the WSDP. Considering that the lifespan of a WSDP is 5 years, the municipality does not have a current WSDP in place. The development and review of the WSDP has been identified of one of the critical issues to be attended to in the 2017/2018 financial year by the municipality.

3.9.4.8 Sanitation Master Plan (SMP)

The first municipality does not have a Sanitation Master Plan (SMP) in place. The development and review of the SMP has been identified of one of the critical issues to be attended to in the 2017/2018 financial year by the municipality but has not yet been finalised.

3.9.4.9 Water Conservation and Water Demand Management Strategy (WCWDM)

Regulations under the Water Services Act, 1997 (Act 108 of 1997), establish compulsory national standards.

Section 9(1) Potable Water- refer to water conservation, demand management and unaccounted for water as follows:-

- Under the aspect of water and effluent balance analysis and determination of water losses the following must be performed by the WSA on a monthly basis –:
 - measure the quantity of water per supply zone;
 - determine the quantity of unaccounted for water;
 - measure the quantity of effluent received at sewage treatment plants; and
 - determine the quantity of water supplied but not discharged to sewage treatment plants.
- Every WSA has the obligation to progressively reduce the quantity of unaccounted for water and records of the quantities of water measured must be retained.
- WSAs must ensure the measurement or control of water supplied, suitable water volume measuring devices must be provided for at all consumer connections.
- The district have no comprehensive records of their water services reticulations and other water services infrastructure. All these details need to be captured and the reticulations need to be modelled to provide information for future planning and development.
- The municipality intends to perform water demand and loss studies of all the reticulations within its jurisdictional area and capture all the as built information for the entire water services infrastructure within the District. All this information will be captured on the District wide Geographical Information System (GIS) on completion of the studies. The information will further be maintained by GIS officers within the District.
- In addition to the bulk water meter replacement programme initiated during the 2016/2017 financial year, the municipality intends to proceed with the installation of a Management Information system (MIS) for the capture of bulk water meter readings, reservoir levels and the recording of other critical operations information. The full cost for the above two projects will be determined through a competitive bidding process and its implementation will be heavily dependent on the availability of funding.

- In order to assess the potential savings that can be achieved through the various possible WC/WDM interventions, it is first important to establish the existing water demand distribution in the study area, and then follow through on secondary aspects. The situation analysis and future trends and goals would suggest that the following outline to be considered in conceptualizing a WC/DM plan for UKDM:-
 - Development of a concept WC/DM plan for the entire municipality, building upon the current 'status quo' as baseline.
 - Motivate/apply for funding from the existing DWS and MIG programmes to establish the project. Use motivations in terms of Return on Investment to conclude funding of the project, and align project with suitable MIG counter-projects where applicable (e.g. water meters, etc)
 - Proceed with implementation of the plan that outlines the phased approach

The municipality does not have a formalised water conservation and water demand management strategy in place. The development and adoption of a formalised water conservation and water demand management strategy has been identified as one of the critical issues to be addressed in the 2017/2018 financial year. The municipality commenced with the

Non-Revenue water reduction programme in the 2016/2017 financial year whereby a number of bulk water meters were installed. This programme was however implemented without being informed by a properly researched and documented strategy and as such failed to yield any tangible results.

A basic calculation of the current WTW capacity for the entire district (94.5 Mℓ per day) and the water demand based on current level of service (59.7 Mℓ/day), shows there is sufficient treatment capacity at present. This capacity excludes all boreholes that are utilised without a WTW, which provide significant additional water across the district municipality every day. The demand, however, takes into account only 15% water loss (good practice), and the current perceived need for additional treatment capacity is most likely due to high water losses. The lack of a water conservation water demand management strategy in the municipality has resulted in additional strain on the water resources, and the curtailment of losses should be viewed as a priority "water source" prior to the building of additional infrastructure capacity. As per the strategy of national government, expressed in the National Water Resource Management Strategy 2 (2014), the development of new water resource infrastructure will not be approved by the Department of Water and Sanitation, if WCWDM measures are not first implemented. Considering (1) the considerable problem with water losses; and (2) the large scale plans for water resource infrastructure development, the need for WCWDM interventions needs to be prioritised.

3.9.4.10 Asset Management Plan (AMP) (water services assets)

The municipality does have in place a formalised water services asset management plan which was developed by the Department of Cooperative Governance and Traditional Affairs (COGTA) on behalf of the municipality. The water services asset management plan is set to be adopted by council prior to the end of the 2016/2017 financial year. The adoption of the AMP is expected to culminate in better reporting of the water services assets as it has been a consistent audit finding for the municipality.

3.9.4.11 Operations and Maintenance Plan (water services assets)

The municipality has been operating without any O & M plan and this has led to a huge maintenance backlogs due to years of deferred maintenance and neglect. The bulk of the infrastructure is in a state of disrepair leading to communities with infrastructure but without access to water services. The O & M plan was developed as part of the water services AMP by COGTA and will be adopted together with the AMP prior to the end of the 2016/2017 financial year. It is important to note that the municipality will strive to make financial provisions to fund the O & M plan though it will need considerable funding from external sources due to competing demands with first time access communities. The municipality has the highest backlog figures in terms of first time access to water services and as such there is a lot of work that still needs to be done to strike a balance between the two.

3.9.4.12 Infrastructure Project Development

All projects have been prioritised using a combination of weighting criteria - Strategic Importance; Extent of Cost Ratio; Per Capita Consumption (l/capita/day); Non-Revenue Water; Functional Criticality of Scheme; Institutional Capacity; Available Co-funding; and Implementation Readiness. Furthermore, the location of the project was evaluated by identifying 1) the associated per capita cost, 2) the percentage of people who are currently unserved within that project footprint, and finally the per capita daily demand (l/c/d). A high per capita daily demand would signal a large number of households who currently have a reasonably high level of service and are therefore less of a priority than areas which are completely unserved.

3.9.5 Proposed projects 2018/2019 - 2019/2020

3.9.5.1 Capital Projects

The capital projects have been identified and prioritized on the basis of eradicating backlogs on first time access to water services. The municipality still have a number of projects that has been under implementation for more than 6 years due to the vastness of the projects and the limited budgets. Most of these projects have had an adverse effect on backlog eradication as more focus has been on the bulk supply.

More details on 2018/2019 projects are available under section I

SWOT Analysis for Technical Services Department

Strengths	Weaknesses
<ul style="list-style-type: none"> • Innovation in implementing regional schemes • Qualified and experienced people in certain critical positions • Location of offices is central providing strategic advantage for access 	<ul style="list-style-type: none"> • Vacant positions in some critical positions • Poor communication with local municipalities to plan effectively • Efforts to fast track backlog eradication affected by inadequate funding • Efforts to maintain infrastructure affected by inadequate budgets • No clear inter-departmental coordination • High staff turnover affecting institutional memory • No proper filing system and inadequate IT infrastructure affecting efficient functionality and retention of project records • High percentage of unaccounted for water • Aging infrastructure • Too many illegal connections on the pipe networks

Opportunities	Threats
<ul style="list-style-type: none"> • District has immense growth potential which can improve revenue base and improve sustainability of infrastructure projects • Political support for growth and backlog eradication • Committed leadership and management which can turn around the department's performance • Benchmarking with other districts to learn best practices • Technological advancement can be used for performance improvement • Good relationships with provincial structures • Availability of Jozini dam to provide raw water to the district • Transfer of knowledge from external water service delivery PSPs 	<ul style="list-style-type: none"> • Difficult terrain affecting cost per capita for providing water infrastructure and travelling costs • Location of the district offices making it difficult to attract skilled professional employees • Occurrences of droughts affecting raw water sources • Geology of the district affecting water quality and sustainability of boreholes e.g sandy soils leading to contamination and collapse of drilled boreholes • Lawsuits for non-compliance and non-fulfilling allocated functions. Eg. Fines for not complying to environmental legislation and failure to provide basic water • Strike actions and sabotage of infrastructure by employees of external water service providers paralysing service delivery • Lack of and inadequate planning for infrastructure • Lack of coordination from other DM when implementing overlapping projects • Vandalism and theft of infrastructure by criminal elements and damage by public protests • Inadequate electrical capacity and stability in Eskom grid to power pump stations and other plant.

Challenges and Proposed Interventions

Challenges	Proposed Interventions
Vacant critical positions	Fill critical vacant positions with appropriately qualified personnel
Inadequate budget allocations to adequately address backlogs	Transfer regional bulk water projects to RBIG and free MIG allocations for reticulation and sanitation
Lack of planning of infrastructure projects	Develop all water services planning documents e.g WSDP
Over expenditure and failure to complete projects in time	Capacitate the PMU with adequate and qualified staff
Inadequate maintenance of infrastructure	<p>Establish 2 or more regional centres, with satellite offices in each water supply scheme area, using locally based people. Implement training schemes for all operations staff, establish performance criteria and career paths for the more capable employees.</p> <p>Work with government institutions and water boards to implement maintenance programmes and the Asset Management Plan</p>
Huge backlogs	Finalise the WSDP and the O&M plan from the master plan and other reports, with help & funding from DWS and COGTA.
Inadequate capacity to properly handle electricity supply function	Sign a SLA with Eskom to take over this role
Lack of record drawings for infrastructure	Establish a working relationship with the GIS department to adequately and continuously store, repair and update information on all projects and operational schemes.
Too many non-functional schemes	Prioritise refurbishment projects in the IDP to assist with critical repairs & replacements to damaged, dysfunctional and missing infrastructure, including pumps, motors, controls, building, pipelines, valves, water meters, reservoirs, etc.
Slow progress on projects due to late payments	Improved coordination with the finance department with regards to timeous procurement of funds and payments to all service providers
Illegal connections	Installation of water meters to all customers including identified illegal connections. Undertake effective community education programmes. Establish Water and Sanitation Bylaws to help reduce bad behaviour by legal means.

Challenges	Proposed Interventions
District wide travelling and S & T	Establish realistic travel limits for all staff grades (provisionally 3000 km/month max) but establish repair & maintenance capacity at all water supply stations to avoid the high costs of centralisation of skills.

3.9.6 Local Economic Development and Planning Analysis



This used to be a stand-alone department but is now has been infused with Community Services

Core Components of the Unit

LED & TOURISM UNIT - (KPA 3: Local Economic Development)

- LED Planning & Management
- Tourism Development & Marketing
- uMhlosinga Development Agency (UMDA)

IDP & PMS UNIT – (KPA 1: Municipal Transformation & Institutional Dev)

- Integrated Development Planning (IDP)
- Performance Management System (PMS)

DPSS UNIT – (KPA 6: Spatial Planning & Environmental Management)

- Spatial Planning
- Land Use Management & Administration
- Geographical Information Systems (GIS)
- Environmental Planning & Management
- Building Inspectorate and Control
- Integrated Transport Planning

LED STRATEGY

During 2007/2008 financial year, the municipality successfully prepared the LED strategy which served as a vehicle to stimulate economic development within the district. The primary aims and objectives of the LED strategy are as follows:

- To provide facilitation for partnership initiatives that exploit the district's competitive advantage;
- To develop a practical and implementable LED Strategy and Programme for the District; and
- To provide institutional support to the District and local LED units within the municipalities and to strengthen networking and co-ordination between local government, business chambers and sector business networks through a process of mentorship and support for institutional development.

Since 2007/2008 LED Strategy has never been reviewed. Due to financial constraints within uMkhanyakude District Municipality financial and technical support assistance has been requested from COGTA and SALGA to review the LED strategy.

Due to non -assistance in reviewing the LED Strategy by Cogta, DEDTEA and SLAGA the district took a resolution that the LED strategy be done in house. The first draft of the LED strategy has been done.

PGDP and DGDP Priorities.

For 2017/2018 priorities as per the PGDP and DGDP are as follows:

OBJECTIVE	STRATEGY(IES)
To expand district economic output and increase quantity and quality of employment opportunities	✓ Optimise the role of the agricultural and forestry sector in district economic growth and employment creation
	✓ Optimise the role of conservation and a diversified tourism sector in district economic growth and employment creation
	✓ Increase in the skills levels of the district labour force
	✓ Ensure improved quality of employment opportunities to raise income levels of employed population
	✓ Support increased beneficiation and manufacturing of local products
	✓ Facilitate increased population densities in selected nodes to create viable markets and thresholds for a broader range of products and services

Agripark as an Anchor for Agrarian Reform (Rural Development Plan)

The uMkhanyakude DRDP is aimed at targeting specific sectors that will revitalise rural economies. As such, it is defined by sector-specific projects, thus acting as a critical platform for multi-sectorial programmes and projects. Some of the key areas of intervention that the DRDP will focus on include the establishment of Agriparks (AP) as a means of stimulating rural economic growth.

In Umkhanyakude, Mkhuze has been identified as an Agri-Hub site. This hub will be supported by the FPSUs located in various parts of the district. Within these Agriparks the following activities will take place

The district does have database for municipal land with the assistance of DRDLR and the Rural development the district will be able to have a municipal land database by the end of 2016/2017.

LED Capacity

The Led unit organogram does not cater for the DGDP and there are vacant posts that need to be filled. This put pressure on the human resource and overstretches the current human resources available. This will also affect the district to fulfil the implementation plan of the rural development plan. The uMhlosinga Development Agency is the municipality entity which is meant to assist in terms of LED programme and projects implementation however they have vacant posts making it difficult to fulfil their mandate.

Job Creation

The district economy has consistently grown by more than 5% per annum since 2014 and this growth resulted in the creation of decent employment opportunities reducing the unemployment rate in the district by more than 50%, resulting in significant increases in average income levels. The skills base of the district labour force improved continually since 2014 and the proportion of workers with tertiary education exceeds the average of the province. The agricultural sector in UKDM is recognised as one of the food baskets of Southern Africa and numerous agricultural and forestry processing facilities have been established in the district. The district is internationally recognised for the diversity of its tourism attractions and by 2030 annually attracts visitor numbers approaching that of South African tourist icons such as Table Mountain and the Kruger National Park.

Expanded Public Works Programme

UMkhanyakude District Municipality is also committed in training and developing communities through the EPWP programme, this will promote permanent job and develop SMMEs, this will also promote economic growth and creating sustainable development. 25% of the MIG projects to be undertaken by the municipality are EPWP compliant. During 2015/2016 financial year, 95 community members benefited through EPWP through labour intensive methods.

Policies /Regulatory Environment

Informal Street Trading has become a feature of our urban rural environment in most South African cities and symbolises the changing nature of the city in both spatial and economic terms. In a study of Africa's rapidly growing cities, markets and street vendors were found to be major sources of provisioning for poor urban and rural households. It is recognised that Informal Trading forms a vital part of any emerging economy. In Sub-Saharan Africa, the Informal Sector accounts for up to 60% of the economy

Through local area economic development service, local municipalities have assisted this sector through the informal economy policy, which spells out where trading should and should not take place, the types of trading that can be promoted, suitable operating hours and the obligations and responsibilities of stakeholders. Informal trading stalls will be built in Ndumo and Mkhuze.

Trading areas are demarcated in conjunction with Informal Traders Association to ensure that informal traders have security of tenure, and that public spaces are well managed. The District Municipality coordinates the informal traders forum and assisted 16 informal traders to be trained by WRSASATE.

Policies and bylaws are prepared by local municipalities. Permits are granted by local municipalities depending on whether informal traders meet a number of criteria. Informal traders, which are classified as survivalist in nature also forms part of the SMME. The focus should be on compiling regulations pertaining to this sector by local municipalities and providing proper infrastructure e.g. market stalls.

The UKDM has developed a training plan for SMME's and Cooperatives addressing all the identified skills shortages such as artisans, business management, and ISO, etc with the assistance of ILO the district is currently reacting a database for SMMES , Cooperatives and Social enterprises according to their categories and provides capacity building. This will address the identified skills and capacity shortages in the UKDM.

A comprehensive database of co-operatives and SMME's has been developed so as to facilitate greater coordination amongst stakeholders.

UKDM and ILO is in process of sign an MOU for assisting in the Training and capacity of LED partitions in Social Economy. The University of Tswane has also show an interest to sign an MOU with the District to assist in Research and development on LED and projects. CIRS with the assistance of the national Department of Environmental Affair has shown interest to also sign an MOU with the district in research and Development in indigenous medicinal plants and in any other projects specified by the district in the programmes.

There is no budget planned for LED as the municipality is under administration. The plan going forward is for the district to engage with Private sector and any other funding institution so as to be able to implement catalytic projects.

To track progress and impact of project the LED unit has come up with an M&E plan that will be able to track the progress and impact of Projects.

Social Development

Community Services Department is one of the key departments geared towards the advancement of meaningful Service Delivery Objectives and Outcomes within uMkhanyakude District Municipality. As a department within the municipality, Community Services Department also subscribes to the National and Provincial Integrated Service Delivery Plans and Priorities as outlined accordingly.

Strategically, Community Services Department is best suited for the municipality to achieve the three main National and Provincial priorities, that is, Leading and Sustaining semi-Urban and Rural Development, Promoting sustainable change in Socio-Economic Relations and Healthy lifestyle and Promoting Good Governance and Nation Building.

Within the ambit of Community Services Department there is Social Development Unit. This Unit is primarily responsible for the advancement and improvement of the Social-Wellbeing and Socio-Economic status of the entire population of the District.

Below are the IDP programmes and project for the Social Development Unit under Community Services Department at uMkhanyakude district Municipality.

a) Focus Areas

Social Development Unit administers Arts and Culture, Sports and Recreation, Youth, Gender, Children, Disability, Senior Citizens, and Implementation, Cemetery Plan and Implementation and related facilities as part of the day-to-day programmes and projects for the department. There are also intergovernmental and other special

programmes or projects that the unit also handles as per the need and Work Breakdown Structure of the Municipality.

The implementation and proper monitoring and evaluation of programmes and projects as outlined in the Departmental Business Plan and the municipal SDBIP will be the high focus area for the Department and also Social Development Unit. This will undoubtedly lead to the achievement of the desired outcomes as outlined within the three spheres of governance.

b) Overall Objective

The overall objective of the department is derived from the Municipal Vision and Mission which clearly states and sets targets for development objectives of the Municipality. uMkhanyakude District Municipality Community Services Department will continuously strive for the provision of the improved and better socio-economic services to the entire population of the district, hence contributing directly to national building.

c) Available Resources

The departmental organogram clearly outlines the available resources and the capacity that the department has to carry out its mandatory task. The integrated approach in delivering services is also another strong tool that the department employs in its planning, implementation and assessment phases. The National and Provincial support programmes and the relative departments within the municipality also provide a wide range of resources for the sustainable development of the population and resources within the District Municipality

d) Stakeholders Forums

In order to pay full subscription to Good Governance, Institutional Development and Financial Viability, the department has partially established relevant integrated Stakeholders Forums for each and every programme or project that falls within the ambit of the department, e.g. Senior Citizens Forum, Disability, District Aids Council, Arts and Culture, Youth Council and Sport Confederation. These forums are aligned with the National and Provincial structural framework and policy guidelines.

e) Sector Plans

The department continuously develop, review and implement sector plans which assist in the sustainable urban and rural development initiatives for the district. During this 4th generation of IDP's, the department is reviewing most of its sector plans to ensure that they are in line with the new strategies and the vision of the municipality.

Municipality Safety Plan

The Safety Plan needs to be developed. There have been numerous attempts to tackle crime within the District especially at Manguzi as this area shares borders with Mozambique and there has been challenges with motor vehicle hijackings and being taken across the border. His excellency President Zuma has visited the area twice with a view to ensuring that crime prevention strategies are being implemented. As a result a police station will be upgraded so that it has capacity to tackle the nature of crime that is being experienced in that far North region.

Education Situational Analysis

Type of schools	No of school
Independent school	8
Secondary schools	152
Schools upgraded	15
Primary schools	391
FETS	0
Early child	398
Schools under constructs	94

NGO Interventions

Mahloko Youth Skills Development Centre

This programme is about the construction of a skills development centre that will cater for School leavers that wants to specialize in one of these trades, People that already work in these trades and want to improve their skills, People that wants to do their trade test, People that want to change careers, People that want to finish their grade 12, Municipal Employees who want to do MFMA National Certificate and Municipal Leadership National Certificate Course. The vision of the centre to include Boiler making, Welding Rigging Electrical, Plumbing and CNC Programming skills are extremely needed in a number of industries.

A site to construct the centre has been identified at Nkombose village. The estimated cost for construction is about R4m. The skills centre will target partnerships and strategic alliances with private, public and community stakeholders that result in collaborative skills for employment projects. This will be done through the Labour Market Information Database, which will provide

high-tech employment information and support and will match job seekers with job opportunities. The centre will also provide a platform for networking using social media systems such as community radio stations.

Other NGOs and Cooperatives

The Department of Small Business Development (DSBD), established in 2014, is mandated to advance the growth and sustainability of micro, small and medium enterprises (SMMEs) and cooperatives. Furthermore, in pursuit of Vision 2030, as expressed in the National Development Plan (NOP), the Department must coordinate and guide the wider- government system in the creation of an enabling policy, legislative and regulatory environment for sustainable SMMEs and cooperatives capable of delivering the NOP vision of generating between 60 and 80% of the GDP and 9.7 million new jobs by 2030. The following cooperatives have been funded by the DSDB at Jozini Municipality:

- Vezithanga Agric
- Umpheme Poultry Broilers
- Ingenzeka
- Makhathini Youth Farming

uMhloosinga Development Agency

A legislative framework relating to municipal entities came into effect through amendments to the Municipal Systems Act (MSA) and the enactment of the Municipal Finance Management Act (MFMA). The MSA defines three types of entities that may be established by a municipality with effect from 1 August 2004; private company, service utility or multi-jurisdictional service utility.

Prior to the MSA and MFMA requirements taking effect, municipalities used various arrangements to deliver services and manage the functions they performed. These included formation of trusts, section 21 companies and private companies. It was a requirement for municipalities to review these structures in view of the amended legislative framework and either convert them to an entity as per the amended legal framework or disestablish them, if they are no longer required. A review would cover such aspects as objectives of the entity, purpose for its establishment, activities being performed in an efficient and effective manner, providing value for money, sustainable budgets and viable funding, self-sustainability, appropriateness of governance structures to provide effective municipal oversight, accountability, transparency and reporting.

Vision:

“To be the preferred partner providing cutting edge investment solutions to economic development in uMkhanyakude.”

The Mission of UMDA is:

“To co-ordinate, plan and manage the implementation of a locally driven program of catalytic projects, to fast track the development of the local economy of the district of uMkhanyakude.”

The Goals of UMDA that flows from the Vision and Mission Statements and based on the challenges and opportunities are the following:

- 1 To promote sustainable commercialization of agriculture and establishment of agri-business industries in the district;
2. To develop a world class tourism sector;
3. To develop settlements that promote urbanization and industrialization;
4. To develop world class catalytic infrastructure that promotes economic development;
5. To develop institutional capacity of the agency, at all levels, with the capacity to effectively implement and raise funds for catalytic projects and operational needs.

In implementing the Goals and Objectives UMDA will be providing “consulting services” such as undertaking feasibility studies; preparing business plans; undertake environmental and planning studies aimed at gaining the required approvals; prepare

funding applications and put project and programme management systems in place when and where required.

UMDA will also manage capital projects on behalf of the District Municipality, Local Municipalities and other government departments and in return will charge a 10% development fee. UMDA will manage internally certain strategic projects, in order to raise enough capital for operational expenses and feasibility studies.

Finally, UMDA will also manage strategic economic investments on behalf of the District Municipality and in return charge management fees and be entitled to a portion of dividends as agreed to between UMDA and the District Municipality.

Ndumo Regeneration Programme

The intention of this project / programme is to deliver high quality infrastructure to improve the lives of rural marginalised communities impacted by the devastation of poverty and disease.

This particular initiative was motivated by the high number of orphaned children in Kwa-Zulu Natal Province, particularly and more specifically in rural communities. The initiative by the Premier, has been branded as the “Ndumo Regeneration Programme” and was included in the State of the Province address in February 2011 and February 2012 respectively.

The Ndumo Programme is an integrated multi-purpose and multi-sectoral project of the KZN Provincial Government, which will address the critical social malaise of rural communities. It aims to integrate development intergovernmentally and interdepartmentally.

In this instance it aims to revitalise the rural Ndumo area within Mathenjwa Traditional council, thereby creating a rural development strategy which will contribute towards the improvement in the quality of education, health, sustainable livelihoods, job creation and the quality of life, thereby creating a dignified community.

It further aims to deliver safe, secure, high quality service delivery. The focus will be on holistic multi-sectoral, multi-level, education to cover the full spectrum of scholastic, health, agriculture, mechanical curricula.

Makhathini Operation Phakisa Lab

The Operation Phakisa Model was launched by the State President during the 2014 SONA. The Model was adopted from the Malaysian Model of the Big Fast Results. The Big Fast Result created a transparent process to engage all stakeholders to resolve critical challenges and achieve key milestones in economic development.

Phakisa is a SeSotho word meaning expediency. The Big Fast Results has eight generic steps to develop plans to unlock identified opportunities. The Operation Phakisa takes the Lab approach within which officials and stakeholders engage each other. This process has already taken place and KPIs for various programmes have been identified. The Makhathini Operation

Phakisa programme was initiated by the KZN Provincial government and is being given technical support by various heads of departments.

The Makhathini Operation Phakisa Lab has three work streams, which are:

- **Agriculture** (business enterprise, model-processing and light industries, land use management and commodity selection, infrastructure development, market access)
- **Tourism** (business enterprise model, stimulation of tourism potential, product development, infrastructure development, tourism markets, strategic investments) and
- **Cross Cutting** (funding model, real estate, industrial commercial development, human settlement and amenities telecommunications).

Proposed Budget

Workstream	Amount
Agriculture	R3.3 Billion
Tourism	R1.9 Billion
Cross Cutting	R5.2 Billion
Total	R10.4 Billion

Benefits of the Makhathini Operation Phakisa Lab

- Allows for innovative project implementation;
- Understanding of environment and specific attributes;
- Seeks to maximise benefit from potential investors;
- Promotes efficient and effective utilisation of limited resources;
- Promotes skills transfer and institutional growth;
- Development of sustainable product lifecycle;
- Operations and maintenance planning;
- Leverage of potential funders; and
- Promoting Public Private Partnership Opportunities

Competitive Advantages of the District

Umkhanyakude District municipality has a number of competitive advantages which sets it apart from the rest of the country, upon which its development and growth legacy will be built; namely:

i. Strategic Location as a Border District

Umkhanyakude District borders two important countries to the economy of South Africa; Swaziland and Mozambique. This location is important in terms of major infrastructure and economic development projects and programmes the two countries have embarked upon in close proximity to our border. Mozambique government and other SADC countries (Botswana, Swaziland, Zimbabwe and South Africa have agreed to build one of the largest ports (30 kilometres) from Kosi Bay, including a urban expansion. This border area is dominated by strategic natural heritage projects (Ndumo and Tembe elephant park, Kosi Bay, and other similar natural resources).

ii. Lavumisa and Ponta D'Oro Border Posts (and Possibly Cecil Mack Pass).

Lavumisa and Ponta D'Oro border post are the most strategic borders South of Swaziland and Mozambique. It is through these two border posts that millions of people and millions of tons of cargo moves between the three countries, linking these countries to South Africa's premier ports at Richards Bay and Durban Harbours.

iii. Jozini Dam

Jozini Dam is one of Umkhanyakude District municipality competitive advantage. The dam is a major source of drinking water for people; irrigation water for agriculture; drinking water for animals; catalyst for urban development and economic growth. It is also a source for renewable energy for sustainable energy supply to Umkhanyakude District economy.

iv. Isimangaliso Wetland Park (IWP) and More than 200 Kilometres of a Pristine Coastline

Umkhanyakude also has a World Heritage site which was declared in December 1999 by the UNESCO. The total area occupied by IWP is about 3 320 KM² and has Lake St Lucia which is the largest estuary in Africa. The IWP also provides with the following attributes:

- 220 km coastline and beaches
- Unique destinations - Maphelane, Lake St Lucia, Cape Vidal and the Eastern Shores, Charters Creek and the Western Shores, False Bay, Sodwana Bay, uMkhuze, Lake Sibaya, Coastal Forest and Kosi Bay
- Natural heritage (St. Lucia, Black Rock, Sodwana Bay to Kosi Bay)
- Natural habitat for sea animals

v. Good Climate

Umkhanyakude District Municipality has the one of the best climatic conditions in KwaZulu Natal and South Africa. This includes the best sunshine (which is conducive for renewable energy generation); weather conditions for good agricultural activity. It is one a few areas that you can grow crops round the year. It also provides leverage for tourism development.

vi. N2, R22 and R66 National Roads

These three national roads are an important infrastructure for public transport and movement of goods between the three countries.

vii. Cultural Heritage

Umkhanyakude is one of the richest areas in KwaZulu Natal in terms of cultural heritage. Key cultural heritage items legacy features include:

- Hlathikulu indigenous forest at Jozini (Kwa-Nyawo Traditional Council)
- Late Inkosi Dingane's Grave at Hlathikulu Forest
- His Majesty, King Goodwill Zwelithini's Palace at Emachobeni, Ingwavuma
- 60% of land in the District Municipality is falls within 18 TLCs, with rich cultural heritage histories.

viii. Ubombo Mountain Ranges & Umhlabuyalingana

Ubombo mountain ridge and range is an important natural heritage feature of the District. These mountain ranges are contrasted by umhlabuyalingana (not the town – but the big flat area that starting at the foot of the uBombo mountain ranges extending into the ocean. This terrain provides for diverse agricultural practice given difference weather patterns found within short distances.

ix. Agriculture Potential

Umkhanyakude District has all the necessary ingredients for massive and diverse agricultural practice, given the climate, soil types and conditions, water availability, and stable weather throughout the year. It is the only area that two to three crop cycles can be achieved.

x. Mineral Resources

Oral histories told in many chiefdoms and recently, geological maps indicate a diverse mineral resource base found across Umkhanyakude District Municipality. The selection of sites for resources exploitation and beneficiation in the District will be guided by the balance with sustaining our cultural, natural and human environment.

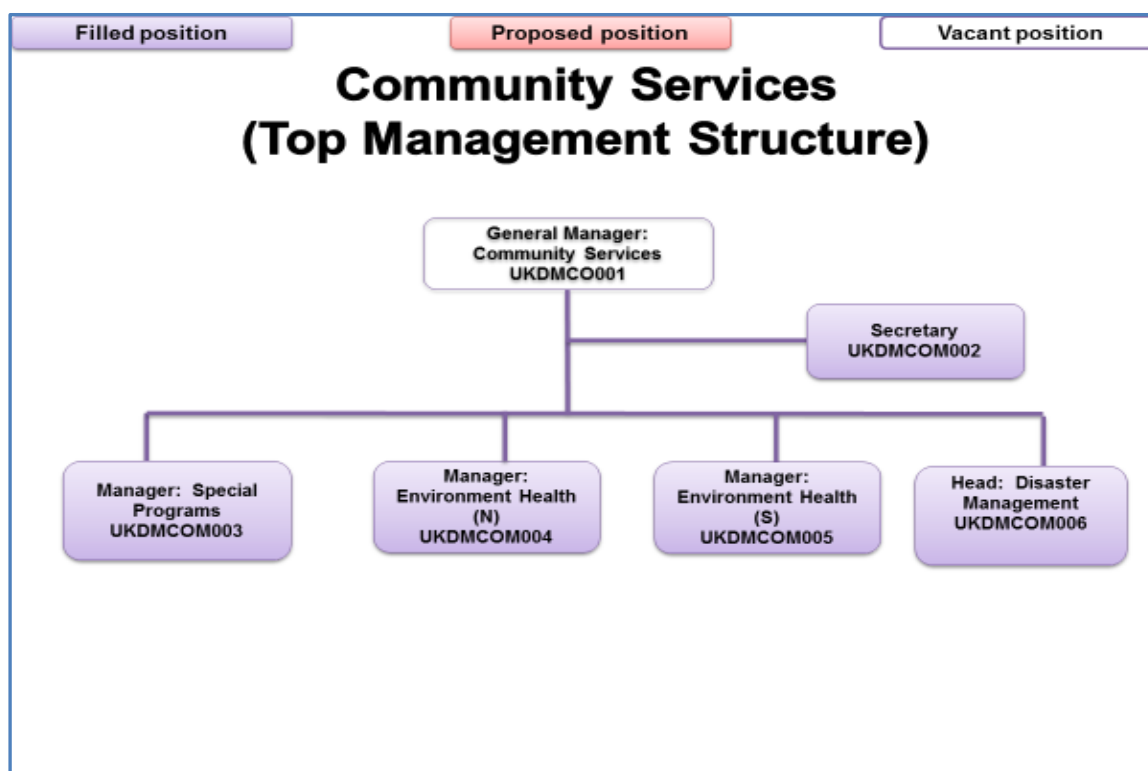
Departmental SWOT Analysis

Strengths	Weakness	Opportunities	Threats
Highly qualified personnel at managerial level	None filling of vacant posts at operational level	Cogta financial assistance through DPSS	Lack of accommodation around Mkhuze
Most of our planning policies frameworks are in place	Inadequate budget allocation	Existence of approved organogram with vacant posts	Delays in filling of posts
Existence of strong partnership with strategic partners	Lack of readily available bankable business plans	Agriculture and Tourism potential	Non formalized partnerships
Existence of UMDA	Human capacity constraints	Dedicated Agency to drive LED agenda	Lack of funding.
Existence of Planning Commission	Incomplete compliment	Draft District Development Plan in place.	Lack of Funding

Challenges and Proposed Interventions

Challenges	Proposed Interventions
Limited available budget to execute key programmes / project	Development of bankable business plans to source findings
Limited human resource capacity	Filling-up of critical posts
Inadequate infrastructural services e.g. water, electricity, roads etc.	Align PED projects with Infrastructure plans
None compliance with IDP/PMS legislative prescripts	Comply with IDP/PMS framework and process plans
Lack of adequate operational tools	Provision of adequate operational tools e.g. vehicles, IT equipment, furniture, etc

3.9.7 Good Governance and Public Participation Analysis



Mandate of the Department

- Responsive to the needs of the communities (Special Programmes)
- Clear management and coordination of municipal activities (efficient and effective system of LG)
- Promote social and economic development
- Encourage community involvement in the affairs of government
- Promote a safe and healthy environment

Core Components of the Department

DISASTER MANAGEMENT	ENVIRONMENTAL HEALTH SERVICES	SPECIAL PROGRAMMES	MANAGEMENT
Disaster Management Centre	Food Control	Children and Disability	Administration
Fire Fighting services	Water Quality Monitoring	HIV and AIDS	Thusong SC
Control Centre	Waste Management	Arts and Culture	
	Health surveillance of premises	Youth and Sport	
	Surveillance and prevention on communicable diseases excluding immunisations	Gender and Senior Citizens	
	Vector Control		
	Disposal of the dead and chemical safety		

3.9.7.1 Batho Pele Policy and Procedure Manual

The District Municipality has developed the following documents but awaits Council adoption:

- *Batho Pele* Policy
- *Batho Pele* Procedure Manual
- Service Delivery Charter and Standards
- Service Delivery Improvement Plan (SDIP)

Umkhanyakude District Municipality will commit to the following Batho Pele Principles:

Consultation

- You can tell us what you want from us
- You will be asked for your views on existing public services and may also tell us what new basic services you will like. All levels of society will be consulted and your feelings will be conveyed to the Mayor, Ministers, MEC's and legislators.

The Principle

- You should be consulted about the level and quality of the public services you receive and, wherever possible, should be given a choice about the services that are offered.

Service Standards

- Insist that our promises are kept
- The Municipality will be required to publish service standards for existing and new services. Standards may not be lowered! They will be monitored at least once a year and be raised progressively.

The Principle

- You should be told what level and quality of services you will receive so that you are aware of what to expect.

Access

- One and all should get their fair share
- Departments will have to set targets for extending access to public servants and services. they should implement special programmes for improved service delivery to physically, social and culturally disadvantaged persons.

The Principle

- You and all citizens should have equal access to the services to which you are entitled.

Courtesy

- Don't accept insensitive treatment
- All departments must set standards for the treatment of the public and incorporate these into their Code of Conduct, values and training programmes. Staff performance will be regularly monitored and discourtesy will not be tolerated.

The Principle

- You should be treated with courtesy and consideration.

Information

- You're entitled to full particulars
- You will get full, accurate and up-to-date facts about services you are entitled to. Information should be provided at service points and in local media and languages. Contact names and numbers should appear in all departmental communications.

The Principle

- You should be given full, accurate information about the public services you are entitled to receive.

Openness and Transparency

- Administration must be an open book
- You have the right to know. Departmental staff numbers, particulars of senior officials, expenditure and performance against standards will not be secret. Reports to citizens will be widely published and submitted to legislatures.

The Principle

- You should be told how national and provincial departments are run, how much they cost, and who is in charge.

Redress

- Your complaints must spark positive action
- Mechanisms for recording any public dissatisfaction will be established and all staff will be trained to hand your complaints fast and efficiently. You will receive regular feedback on the outcomes.

The Principle

- If the promised standard of service is not delivered, you should be offered an apology, a full explanation and a speedy and effective remedy. When complains are made, you should receive a sympathetic, positive response.

Value for money

- Your money should be employed wisely
- You pay income, VAT and other taxes to finance the administration of the country. You have the right to insist that your money should be used properly. Departments owe you proof that efficiency savings and improved service delivery are on the agenda.

The Principle

- Public services should be provided economically and efficiently in order to give you the best possible value for money.

Service Delivery Improvement Plan

The Municipality is developing a service delivery improvement plan.

During a strategic planning meeting, the Municipality has identified a maximum of 3 services to be improved namely:

- Water;
- Sanitation and
- Local Economic Development

This is just a framework upon which Batho Pele Policy, Batho Pele Procedure Manual, Service Delivery Charter and Standards as well as Service Delivery Improvement Plan (SDIP) has been developed.

3.9.7.2 Public Participation

The purpose of the Public Participation Strategy is to clearly communicate the expectations of the municipality to officials and community, as this shall help all know when they should consult and why. It is expected that Councilors and officials of the Municipality shall ensure that the community is involved in:

- The implementation and review of the Integrated Development Plan;
- The establishment, implementation and review of the Performance Management System;
- The monitoring and review of the performance of Municipality;
- The preparation of budget;
- Strategic decisions relating to the provision of municipal services;
- The development of by-laws and regulations; and
- Implementation of projects and initiatives

It is further expected that Officials and Councilors shall ensure that all people in the community shall be given the opportunity to be involved including, those people who cannot read or write, people with disabilities, women and other disadvantaged groups

Language preferences should also be taken into account.

Consult Appendix 8 for more details.

IDP/Budget Izimbizo 2017/2018

Background

In terms of the Municipal Systems Act no 32 of 2000 section 16 (1) municipality must develop a culture of community participation in the preparation, implementation and review of its Integrated Development Plan (IDP). Subsection (c) stipulates that a municipality should use its resources and allocate budget for the purposes of implementing all provisions stipulated in section 16, which includes the IDP.

One of the mandates for Local Government, is to give priority to the needs of the community. Communities are therefore given an opportunity to participate in the process of prioritizing their needs. Municipalities through the IDP/Budget process register the needs of its community and also set up programmes that would address these needs. Resources are then allocated to address needs that have been identified.

These meeting took place as per the following schedule:

Date	Municipality	Time	Venue
16 May 2018	Big 5 Hlabisa Municipality	10H00	Mganwini Hall (Ward 8)
17 May 2018	UMhlabuyalingana Municipality	09H00	VukaMabasa Community Hall (Ward 5)
	Jozini Municipality	14H00	Makhanisi Hall (Ward 13)
18 May 2018	Mtubatuba Municipality	10H00	Dukuduku Sports Field (Ward 4)

The speech that the Honourable Mayor Cllr Mkhombo presented was generic to all municipalities except for planned infrastructure which was specific to respective municipalities. The Honourable Mayor highlighted how the three spheres of government were related and further explained what powers and functions are devolved to municipalities. The intention was to make it clear to members of the community that municipalities are not responsible for all functions but some are performed by provincial departments and some a performed by national departments.

The Honourable Mayor Cllr Mkhombo then presented the following Summary of the Budget:

Vote Description	Budget Year 2017/2018	2018/19 Medium Term Revenue & Expenditure Framework		
	Adjustment Budget	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Total Operating Revenue	368 573 000	455 028 000	475 319 000	522 023 000
Total Operating Expenditure	413 074 000	455 028 000	475 319 000	522 023 000
Surplus / (Deficit) for the year	(44 501 000)	Nil	Nil	Nil
Total Capital Expenditure	293 266 000	266 059 000	279 630 000	283 396 000
Total Budget	706 340 000	721 087 000	754 950 000	805 419 000

Members of the public generally responded by focusing on water and sanitation issues. There is widespread dissatisfaction with how issues of water in particular are being handled by the DM. The Honourable Mayor, Cllr Mkhombo made a commitment to address issues raised. All issues were captured by the department concerned. Other issues raised related to socio-economic development. The Honourable Mayor Cllr Mkhombo also made a commitment that UMDA will be contacted to address those issues that were raised by members of the community.

Way Forward

- The District Municipality still needs to improve on coordination of the consultative meetings and in future local municipalities will be consulted on time so that there is joint participation with the DM
- Consultative meetings usually take place between mid-April to mid-May, a Districtwide events calendar will be used to indicate the exact dates for these meetings (Draft is available but has not yet factored in consultative meetings).

3.9.7.3 Traditional Councils and their Roles

The status and role (though not clearly defined) of traditional leaders has been recognised in terms of sections 211 and 212 of Act 108, of 1996 RSA Constitution. In an Umkhanyakude District Municipality context, The Traditional Authorities own about 50% of the land, whereby further 30% falls within environmentally protected areas.

Therefore the traditional authorities play have a major influence in the manner in which land is made available to individuals for settlement, as well as the use thereof for economic purposes (e.g. agriculture, tourism, etc.).

It is therefore against this backdrop that Umkhanyakude District Municipality has sought to implement communication strategy, as an effort towards ensuring and the improvement of public participation in municipal processes. The main focus of the communication strategy is preparation of procedures for community participation processes including direct communication with Traditional Councils.

This is based on one of the Municipality's Key Performance Objectives, that is, to build sustainable partnerships with Traditional Authorities to ensure convergence in meeting the developmental needs and challenges in our communities.

Traditional Authorities are stakeholders and part of the IDP Representative Forums both at a local and District levels. The IDP Representative Forum is the structure that provides a platform for public participation through involvement of different community structure representatives, political leaders, traditional leaders and government entities which provide support. The following TCs are found within the District:

At KZ 271

- KwaMashabane TC
- KwaMbila TC
- KwaTembe TC
- KwaMabaso TC

At KZ 272

- KwaNgwenya TC
- KwaNsinde TC
- KwaJobe TC
- Sqakatha TC
- KwaNyawo TC
- Manyiseni TC
- Nkungwini TC

At KZ 274

- Mpukunyoni TC

At KZ 276

- KwaMakhasa TC
- KwaNibela TC
- Mngobokazi TC
- Hlabisa TC
- Mpembeni TC
- Mdletsheni TC
- Mpukunyoni TC

3.9.7.4 Participation of Traditional Leaders in Municipal Council Meetings

Legislative Background (Section 81 of Municipal Structures Act)

81. (1) Traditional authorities that traditionally observe a system of customary law in the area of a municipality, may participate through their leaders, identified in terms of subsection (2), in the proceedings of the council of that municipality, and those traditional leaders must be allowed to attend and participate in any meeting of the council.

Five members of the Traditional Council are sitting regularly in all Council meetings.

3.9.7.5 The Intergovernmental Relations (IGR)

The Provincial COGTA provided grant funding to support the Umkhanyakude family of municipalities in strengthening their IGR functions. Necessary forums required to facilitate IGR have been established and terms of reference to facilitate smooth operations for these forums have been developed. Dates of IGR meetings are incorporated in the District Events Calendar.

Protocol Agreements have been signed by all the Mayors and Municipal Managers in December 2013. Technical Forum and Sub Committee are meeting frequently.

Local municipalities have appointed IGR Champions to strengthen communication.

3.9.7.6 Audit Committee

The functionality of the Audit Committee is now functional.

3.9.7.7 Municipal Public Accounts Committee (MPAC)

The MPAC is a committee of the municipal council, appointed in accordance with section 79 of the Structures Act. The main purpose of the MPAC is to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality. This also includes oversight over municipal entity. This committee is not fully functional as its meetings do not sit as per the IGR schedule.

3.9.7.8 Functionality of Bid Committees

The following committees are functional:

- Bid Specification
- Bid Evaluation; and
- Bid Adjudication

The committees meet as and when required to do so. The Bid committees have a standing schedule of meetings. The functionality of these committees is at an acceptable level.

3.9.7.9 Municipal Standard Standard Chart of Accounts (mSCOA)

The mSCOA provides a uniform and standardised financial transaction classification framework. Essentially this means that mSCOA prescribes the method (the how) and format (the look) that municipalities and their entities should use to record and classify all expenditure (capital and operating), revenue, assets, liabilities, equity, policy outcomes and legislative reporting.

A steering committee for Umkhanyakude District Municipality has been appointed to deal with matters related to mSCOA. The ToR have been agreed to and a schedule of meetings planned has been taking place accordingly. A service provider has been appointed to assist the committee in developing a series of standardised accounts and that exercise has been successfully concluded. Workshops to sensitise all stakeholders about the requirements of mSCOA are ongoing.

The Municipality has complied with the requirements of mSCOA. The budget was prepared as per the required standards.

3.9.7.10 The Functionality of S79 and S80 Committees

The principal structure of the municipality is Council which is chaired by the Speaker of Council, Councillor, M. S. Msane. The Executive Committee (EXCO) which is chaired by the Mayor of Council, Cllr. T. S. Mkhombo is the delegated political structure that deals with the day to day running of the Municipality and further reports its affairs to Council for noting and consideration depending on the matter in question.

To ensure effectiveness; council is further divided into various committees which are established in terms of Sections 79 and 80 of the Local Government: Municipal Structures Act (Act no 117 of 1998). These committees include:

- Executive Committee
- Finance Committee

- Corporate Governance Portfolio Committee
- Technical Services Portfolio Committee
- Community Services, Planning & Economic Development Portfolio Committee
- Municipal Public Accounts Committee

3.9.7.11 Ward Based Plans (WBP)

Local municipalities are in the process of reviewing ward based plans. The status quo for WBPs is as follows:

Municipality	Wards	Status Quo
Umhlabuyalingana	18	Final
Jozini	20	Final
Big 5 Hlabisa	13	Final
Mtubatuba	20	Final
Total	71	Final

3.9.7.12 Land Use Management

The process of appointing the JMPT is now in its final stages.

3.9.7.13 Special Programmes and Programmes to Alleviate Poverty

PROGRAMME	STATUS	ENVISAGED
Youth	The section is coordinating the relevant stakeholders which are sister departments to present their funded programs involving young people to fight poverty.	<ul style="list-style-type: none"> • To assist young business minded people with trainings and funding that will assist them in establishing as well as sustaining their business. • To use the EPWP funding for incentives for those unemployed youth who have gone to tertiary institutions who needs work integrated learning (In-service training)for them to complete their studies (qualification). • To use the above-mentioned funding for the unemployed graduates incentives so that they get the work experience related to their qualifications.
Arts and Culture	The section has the following genres: Ingoma, Isicathamiya, Choral Music, Gospel, Kwaito and hip hop. All these Artists want performance platforms where they can be financially reimbursed.	<ul style="list-style-type: none"> • To assist the upcoming Artist by letting them access the recording studios, sell their CD's and Videos to alleviate poverty; and protect their music with SAMBRO so that their music can be <ul style="list-style-type: none"> - sold in relevant shops - compensated when played via radio stations
Sports	This Section coordinates the sports activities in the District including KZN DSR SALGA Games and KZN Indigenous Games Festivals.	<ul style="list-style-type: none"> • Involve the Department of Sports and recreation in creation of jobs for Healthy Life style Coordinators. • Invite talent scouts to our District to identify talent and expose our youth to opportunities in professional sports.

PROGRAMME	STATUS	ENVISAGED
		<ul style="list-style-type: none"> To promote our sportsmen and women through competitions.
Orphans and Vulnerable Children	This section coordinates HIV and AIDS Programme. The programme entails Orphans and Vulnerable Children within the District.	<ul style="list-style-type: none"> In the process of raising donations in the form of sanitary pads, roll on, bath soap, tooth brush and tooth paste.
Support group for people living with HIV and AIDS	Currently the structure for people living with HIV and AIDS was launched but there are no means of supporting and sustainability	<ul style="list-style-type: none"> ✓ Planning a workshop that will involve different Sector Departments. The workshop is aimed at assisting support groups to engage in income generating programmes
DISABILITY		
Disability Beauty Contest	Had the first contest in 2016 without budget	Programme started in 2016 and will take place annually. This helps the disability on involving themselves on recreational programmes and to chase the bad stigma of anti-social engagement. They can make a living by this programme.
Disability Sport Day	This programme is coordinated the District with assistance by the Department of Sport and Recreation	To involve all relevant stakeholders to participate by means of different resources so that disabled children and adults who wants to be developed in sport can partake. This is done annually except 2016 where there was no budget. They can be professionals and participate in Paralympics.
Disability Summit	This was last held in 2013 due to financial constraints	Plan to open the platform where different stakeholders will discuss issues that concerns people with disabilities
CHILDREN		
Child Ambassador Development Programme	This programme is at the provincial level thus far, the engagements need to start from local to district level	This will teach children the leadership skill and team management. Children will be able to keep themselves busy with information sharing rather than being busy in streets abusing drugs

The abovementioned programmes have been budgeted for in the 2018/2019 FY.

3.9.7.13 Municipal Health Services

The Environmental Health Services is one of the major components within the District Municipality that plays a major role in trying to prevent communicable diseases more especial those that are related to water and sanitation.

This service is accessible to all community members since each and every local municipality has an office for environmental health (Mtubatuba, Big 5/Hlabisa, Jozini and UMhlabuyalingana). The Environmental Health Practitioners are always available at all times to address community complaints, however, the challenges facing the District Municipality really affects the service delivery negatively.

The following here under are the priorities and strategies as per National Health Act (Act 61 of 2003)

Priority	Strategies
1. Monitoring and surveillance of water quality and availability that is intended for human consumption.	<ul style="list-style-type: none"> • Water sampling and testing for bacteriological and chemical analysis • Enforcement of laws and regulations related to water quality • Implement health, hygiene, and awareness and education campaigns.
2. Food control	<ul style="list-style-type: none"> • Carry out routine inspections of food handling establishments and foodstuffs covered by relevant legislations • Investigate outbreaks of food borne diseases and introduce appropriate preventative and remedial control measures. • Implement control programmes for specific high risks foodstuffs, such as milk, meat, eggs, sea foods and prepared food, including street foods.
3. Waste Management	<ul style="list-style-type: none"> • Complaints investigation and inspections on any activities relating to waste or any activities resulting thereof • Ensure proper refuse disposal • Ensuring that waste is stored, collected, removed and disposed off effectively.
4. Health Surveillance of premises	<ul style="list-style-type: none"> • Complaint investigations relating to environmental health conditions. • Giving advice on legal requirements for the establishments and provisions and instituting remedial and preventative measures. • Identification, monitoring.
5. Surveillance and prevention of communicable diseases, excluding immunisation.	<ul style="list-style-type: none"> • Health and hygiene promotion in prevention of communicable diseases. • Complaint investigation and follow ups of bacterial, viral and parasitic infections • Case investigation and reporting • Taking of samples and specimens for analysis and further action if deemed necessary.
6. Vector control	<ul style="list-style-type: none"> • Identification of vectors, their habitants and breeding and instituting remedial actions and preventative measures. • Carrying out routine surveillance actions to determine the prevalence of vectors • Collection and analysis of specimens.
7. Environmental pollution control	<ul style="list-style-type: none"> • Complaints investigations relating to Environmental Health conditions. • Identification and monitoring of sources and agents of pollution and instituting remedial actions

	<ul style="list-style-type: none"> • Law enforcement by issuing notices • Monitoring and control of legal and illegal dumping, littering and burning of waste.
8. Disposal of the dead	<ul style="list-style-type: none"> • Control, restrict or prohibit <ul style="list-style-type: none"> - The business of a funeral undertaker or embalmer. - Mortuaries and other places or facilities for the storage of dead bodies. - Treatment, removal or transport of dead bodies. • Manage and control exhumations and reburial or disposal of human remains. • Ensure compliance with health, hygiene and structural requirements and standards for such premises. • Enforcement of laws and regulations relating to these premises via notices.
9. Chemical safety	<ul style="list-style-type: none"> • Monitoring of safe disposal of chemical wastes. • Identification and controlling of premises or operators dealing with application, manufacturing, transport, storage or selling of chemicals. • Health education and training on chemical safety. • Law enforcement by issuing notices.

Municipal Health Bylaws

The Municipal Health Bylaws have been developed through assistance by SALGA. They went to all structures including the public and they are at the final stage. The council requested a workshop before adoption.

3.9.7.14 Communication Strategy

Developmental local government as prescribed by national legislation, seeks to forge a partnership between government and the citizenry for effective service delivery. Communication therefore becomes central to the work of local government, the sphere of government closest to the people.

Communication within the Umkhanyakude District has a significant impact on how local municipalities and residents judge their local council. Research shows that well informed residents are more likely to be satisfied with council services and to be supportive of its work. Furthermore, people are unlikely to participate actively in the development agenda unless they:

- have been provided with information timeously;
- can access information and their local municipalities via a range of mediums; and
- are provided with opportunities which have been created by the district and local municipalities for people to receive information, give feedback and know how they can get involved.

For more details please consult Appendix 9

3.9.8 The Impact of Section 139 (1) (b) for Umkhanyakude District Municipality

The implementation of Section 139 came to an end by December 2017.

SWOT Analysis for Good Governance and Public Participation

Strengths

- Electronic resources (laptops and computers)
- Municipal health staff
- Fire and rescue service (outsourced)
- Healthy relationship with other government departments and Private sector
- Established and functioning forums in most sections
- Process invoked in terms of S 139 (1) (b) can help the municipality to function better administratively

Weakness

- Shortage of staff
- Shortage of vehicles
- Limited funds to run the programmes

Opportunities

- Disaster management centre under construction
- Taking over of Rural Metro services to the Municipality
- Filling of vacant posts

Threats

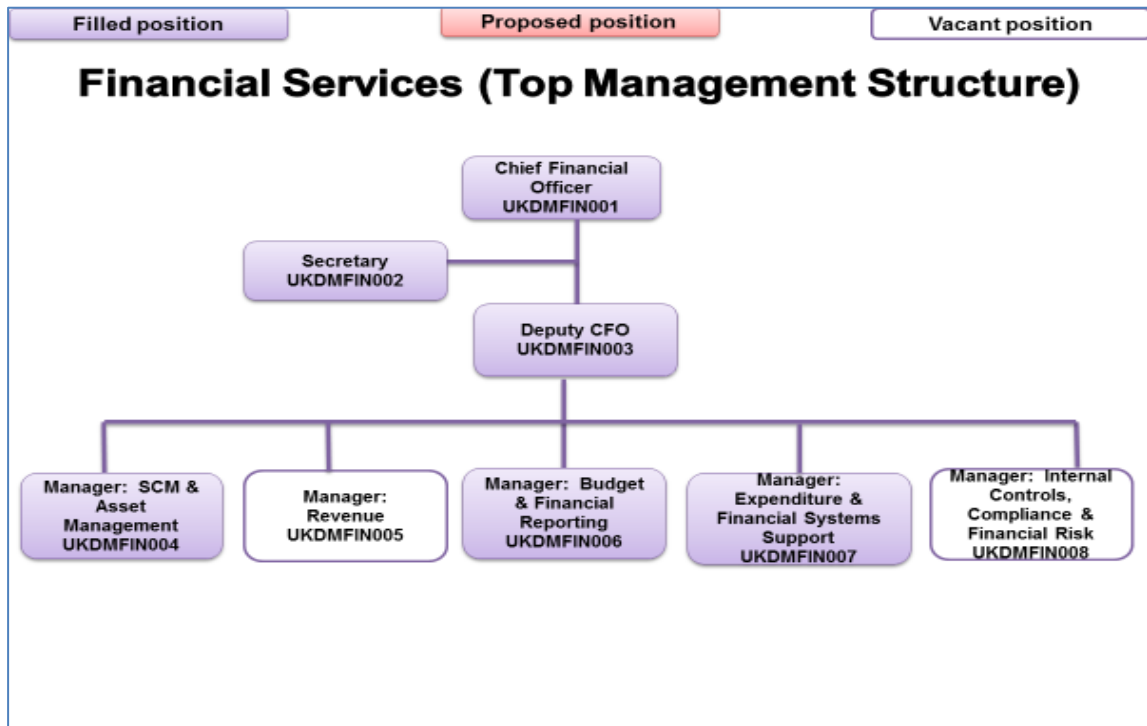
- Outbreak of communicable diseases
- Disastrous incidents (lightning, storm)
- HIV and AIDS
- MDR and XDR (TB)

Broad Challenges and Proposed Interventions

Challenges	Proposed Interventions
Connection of electricity cable to DMC	Eskom to fasten the process
Procurement of DMC furniture	Supply Chain section to fasten the procurement process
DC27 fire and rescue services for the whole district is not easy to co-ordinate	A special meeting need to be initiated with all DC27 Senior decision makers to agree on the way forward
Disaster Management Plan/Framework of the whole District	A workshop of Disaster Management Framework to the Politicians and Senior Managers in order to develop Disaster Management Plan
No identification cards to Environmental Health Practitioners	Pleading with Supply Chain Management
Shortage of office to field workers based in LM's	To request MANCO to approve the Lease Agreements
Usage of EHS budget for unintended purposes	To request the CFO to recommend the National Treasury to ring-fence the budget for Municipal Health Services
Non-excess to 15% of MIG to be utilised for sports infrastructure and development	Submission of the sport development plan to Technical Services Department
Delay of payments to service providers	Plead for prompt payments within 30 days
Municipal vehicles not in good condition	Allocation of pool cars to the Department

3.9.9 Financial Viability and Management Analysis

Figure 34: Financial Services Organogram



The Department of Financial Services focusses on providing support to all divisions within the Municipality to comply with MFMA, Treasury & SCM Regulations, DORA, Generally Recognized Accounting Practice (GRAP) standards, all other relevant Local Government prescripts to ensure clean financial administration.

Audit Opinions

AUDIT OPINION	FINANCIAL PERIOD
Adverse audit opinion	2016/2017
Adverse audit opinion	2015/2016
Disclaimer audit opinion	2014/2015
Qualified audit opinion	2013/2014
Qualified audit opinion	2012/2013
Disclaimer audit opinion	2011/2012
Adverse audit opinion	2010/2011

There is still no improvement in Auditor General's audit opinions.

SWOT Analysis for Financial Management and Municipal Viability

Strengths (Internal)

- Financial Management Strategy in place and Implementation Plan thereof;
- Financial Management Structure;
- Financial Management Policies, Financial System Upgrade etc

Weakness (Internal)

- Capacity constraints within the department (i.e. relevant skills);
- Inadequate understanding and interpretation of all financial reforms e.g. GRAP and Municipal Legislations etc;
- Inadequate knowledge of expectations by independent assurance providers e.g. Auditor-General

Opportunities (External)

- Available continuous support from Provincial Treasury, National Treasury and COGTA

Threats (External)

- Government Grants dependency.

Challenges and Interventions

Challenges	Current / proposed Interventions
LOW DEBT S COLLECTION / DEBTORS MANAGEMENT	<ul style="list-style-type: none"> • Installation and reading of meters in all affording customers; • Upgrading of billing system; • Accurate Bills Statements; • Appointment of Manager: Revenue and Accountant: Revenue
SCM AND MFMA NON-COMPLIANCE	<ul style="list-style-type: none"> • Procurement plans; • Prevention of Irregular Expenditure Checklist; • Fraud Prevention Plan and Investigation Policies • SCM SOPS • MFMA Compliance Checklist
CONTRACT MANAGEMENT	<ul style="list-style-type: none"> • Development of Contract Management Framework and policy; • SLAs Model Template

Challenges	Current / proposed Interventions
BUDGET CONTROL AND MANAGEMENT	<ul style="list-style-type: none"> • Budget Control and Management procedures; • Accurate section 71 Reports and timely financial reporting; • Cash Flow Management procedures; • Regular preparation of AFS
CREDITORS MANAGEMENT (i.e. 30 days payments procedures)	<ul style="list-style-type: none"> • Payments of service providers' improvement procedures. • Document Management for Financial Vouchers.

3.10 Combined SWOT Analysis

Strengths

- Municipal Environmental Health Services
- Lubombo Spatial Development Initiative
- Disaster Management Centre
- Existence of DGDP
- Political Stability
- Umhlosinga Development Agency
- Land Availability
- Critical posts filled

Weaknesses

- Lack of Communications and Poor Public Participation
- Poor Records Management System
- Poor Asset Management
- Poor Contract Management
- Non - Continuous Review of Policies
- Poor Performance Management System
- Non - Execution of Council and other resolutions
- Poor Relations between Management and Labour
- Poor Audit Opinion (Disclaimer)
- Solid Waste (unlicensed disposal sites)
- Illegal Connections (water and electricity)
- Ageing Infrastructure
- Poor Debt recovery
- Fraud and corruption
- Existing Indigent register is not credible
- Non existence of Bylaws.

Opportunities

- Jozini Dam
- Land Availability
- Arable land
- Game Reserves
- Isimangaliso Wetlands Park
- Makhathini Flats
- Tri Border Relations
- East 3 Route
- Coastal Line (Kosi Bay)

Threats

- Legislative Bottlenecks
- Poor Municipal Image
- Solid Waste
- Natural Disasters
- HIV&AIDS or Spread of communicable diseases
- Low Income Levels
- Unemployment
- Urban Sprawl
- High Crime Rate
- High Government Grant Dependency
- Unplanned Traditional Settlements
- Poor Audit Opinion (Disclaimer)
- Section 139 Intervention
- Illegal Immigrants
- Drought
- Illegal Connections (water and electricity)

3.11 Key Challenges for the District

The following table is a summary of challenges that the District Municipality is facing:

KPA	Challenges
Municipal Transformation and Institutional Development	<ul style="list-style-type: none"> • Attraction of critical and scarce skills • High staff turnover • Unavailability of records for audit purposes • Poor state of municipal facilities and infrastructure (Occupational Health and Safety) • Employees tend to surrender their pension fund contributions • Policies and procedures are outdated and not in line with new legislative amendments • No Employment Equity Consultative Forum • No Skills Audit conducted • None compliance with IDP/PMS legislative prescripts • Lack of strategic leadership and decision making
Service Delivery and Infrastructure Investment	<ul style="list-style-type: none"> • Lack of municipal infrastructure policies • Vandalism of infrastructure and illegal connections result to massive water losses • Shortage of bulk electrification and reticulation networks • High costs of operations, maintenance and water provision • Huge basic infrastructure backlogs and capital expenditure requirements to address these backlogs

Local Economic and Social Development	<ul style="list-style-type: none"> • Limited available budget to execute key programmes / project • Prevalent tendency to reduce Local Economic Development to small scale poverty alleviation projects • High concentration of the economy in urban areas • Lack of a coherent and common view and approach to economic development (municipalities, business and civil society) • High unemployment rate which perpetuates various types of crime especially against women, elderly and children
Municipal Financial Viability and Management	<ul style="list-style-type: none"> • Long history of bad audit opinions • High grant dependency • Inaccuracy of customer data and disintegrated billing system; • Inability of households to pay for services; and • Inability to spend all conditional grants
Good Governance and Public Participation	<ul style="list-style-type: none"> • IGR with local municipalities is weak • Public participation strategy is not available • Internal audit, Audit Committee and MPAC lack harmony in performing their duties
Cross Cutting Issues	<ul style="list-style-type: none"> • Scattered settlement patterns • Slow progress in implementing a GIS Hub in the District • IWMP needs to be reviewed and implemented • “Snail Pace” Land Perform/Transformation • Ambiguous Rural Development legislation <ul style="list-style-type: none"> - Ingonyama Trust Land vs land Tenure - privately owned land (few whites)

4. SECTION D: DEVELOPMENT GOALS AND OBJECTIVES

A strategic planning session was held on the 07 March 2018 at Umkhanyakude Council chamber. The purpose of the strategic planning session was as follows:

- To Review the District Municipality's vision, mission, strategic objectives and organogram in line with government priorities;
- To develop strategies that would improve performance of the District Municipality on 5 pillars of Back to Basics;
- To solicit input and information towards the development and alignment of the IDP, Budget, PMS, DGDP, PGDS and NDP.

The following information is a reflection on reviewed Vision, Mission, Values, Strategic Priorities and Strategic Objectives.

4.1 Vision for Umkhanyakude District Municipality

The vision was reviewed in line with the PGDS and DGDP and it now reads as follows:

“A renowned District Municipality through excellence in service delivery by 2035”

4.2 Mission Statement

We are a community centred organisation diligently acquiring skilled and competent personnel, committed to providing good governance, socio-economic development programmes and implementation of quality infrastructure in order to eradicate poverty, stimulate economic growth and develop our people.

4.3 Values

In pursuing the above-mentioned vision and mission Umkhanyakude District Municipality is committed to upholding the following core values:

- Integrity
- Excellence
- Community Centeredness
- Transparency
- Good Governance
- Accountability

4.4 Priorities

The following are the Nine (9) key priority areas of uMkhanyakude District Municipality:

1. Water
2. Sanitation/Sewerage;
3. Environmental Health;
4. Economics, Social or Community and Skills Development
5. Poverty eradication and Food Security;
6. Revenue enhancement;
7. Spatial planning and development;
8. Communication and Information Technology (IT); and
9. Good Governance and Clean Administration.

4.5 Key Outcomes for the Municipality

The following are 16 key outcomes for Umkhanyakude District Municipality:

1. An efficient, uninterrupted and sustainable water and sewerage infrastructure network to reduce service delivery backlogs in communities and boost economic development for the purpose of reducing unemployment rates within the district;
2. Unlock economic sectors within the district that have potential for growth and attraction of potential investors
3. Economic activeness of Small Medium and Micro Enterprises (SMMEs), Cooperatives, Emerging Contractors and renewed and rehabilitated town within the district;
4. All residents within the district are and feel safe and healthy environment;
5. Promote food security to eradicate poverty within the district;
6. Promote social development within the district (e.g. youth, women, senior citizens, people living with disability) in sports, participating in economy, skill development etc.
7. Efficient and effective disaster management and communication within the district
8. Skilled community and capable workforce to support inclusive growth, development or service delivery

9. Enhance revenue generation strategies to attract skilled personnel and reduce dependency on government grants;
10. Exercise due diligence in managing the financial affairs of the district to ensure value for money;
11. Embrace the principles of good corporate governance and accountable and discipline administration;
12. Effective, efficient, responsible and accountable council structures by displaying good leadership in the affairs of the municipality
13. Efficient and effective spatial planning and development in providing services to all areas within the district;
14. Effective and efficient communication to all stakeholders including community in respect of service delivery;
15. Efficient and effective safeguarding and proper management of municipal assets and upgrade of ICT infrastructure within the district by integrating operations to smooth service delivery; and
16. Zero tolerance to fraud and corruption in dealing with affairs of the municipality

4.6 Broad Development Gaps

The following factors are a summary of developmental gaps which the Municipality must address through strategic intervention:

- Economic Structure and Patterns that do not Support Local Growth
- Lack of Human and Community Development
- Poor Strategic Infrastructure
- Poor Environmental Management Practices and Spatial Planning
- Governance and Leadership Challenges

4.7 Goals, Objectives and Strategies

The following section reflects on goals, objectives and strategies.

KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
Human Resources Development	A1. To provide effective and efficient human resource management aimed at achieving a skilled workforce that is responsive to service delivery and change	Implementation and monitoring of Human Resources Development Strategy	A 1.1	Number of HRD Strategy Functionality assessment reports Submitted to Council	4 HRD Strategy Functionality assessment reports Submitted to Council for noting by 30 June 2019
		Development, implementation and monitoring of Workplace Skills Plan	A 1.2	Date of adopting WSP	Council adopted WSP by 30 Nov 2018
			A 1.3	Percentage of budget spent on implementing WSP	100% of Municipality's budget allocated for WSP spent on implementation by 30 June 2019
		Development, implementation and monitoring of Employment Equity Plan	A 1.4	Number of EE Functionality assessment reports Submitted to Council	4 EE Functionality assessment reports Submitted to Council for noting by 30 June 2019
		Employment of people from EE target (designated group) employed in the three highest levels of management	A 1.5	Number of people from EE target employed in the three highest levels of management	3 people employed by 30 June 2019
Employee Wellness	A2. To ensure effective implementation of Health and safety Plan	Develop, implement and monitor Health and Safety Risk Plan	A 2.1	Number of Health and Safety Risk Plan functionality assessment submitted to Council	4 Health and Safety Risk Plan functionality assessment submitted to Council for noting by 30 June 2019

KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT...

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
Administrative support	A3 To ensure effective and efficient administration	Develop, Implement and monitor of admin support services plan	A 3.1	Number of admin support services implementation reports submitted to ExCo	12 admin support services implementation reports submitted to ExCo for noting by 30 June 2019
Information Communication Technology	A4. To ensure adherence to evolving technology	Develop Implement and monitor ICT Governance Framework	A 4.1	Number of ICT Framework functionality assessment reports submitted to Council	4 ICT Framework functionality assessment reports submitted to Council for noting by 30 June 2019

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
High quality infrastructure network	B1. To provide high quality infrastructure network to support improved quality of life and economic growth	Provision of basic services	B1.1	Percentage of households with access to a minimum of basic level of service for water provision	77% of households with access by 30 June 2019
			B1.2	Percentage of households with access to a minimum of basic level of service for sanitation provision	70% of households with access by 30 June 2019
			B1.3	Percentage of households with access to basic electricity	90% of households (Ngwavuma and Msane areas only) with access to basic electricity by 30 June 2019
		Implementation of water services provision planning	B1.4	Date of adoption of Water Services Development Plan (WSDP) by Council	Council WSDP adopted by 30 June 2019
			B1.5	Date of Developing Sanitation Master Plan	Sanitation Master Plan developed by 30 June 2019
			B1.6	Date of Reviewing of Water Services By-laws and Policies	Reviewed and Council Adopted Water Services Bylaws for the District Municipality by 30 June 2019

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
High quality infrastructure network...	B1. To provide high quality infrastructure network to support improved quality of life and economic growth...	Development of Wastewater Risk abatement Plans (W2RAPs)	B1.7	Date of Wastewater Risk Abatement Plans approval by council	Approval of Wastewater Risk Abatement Plans by council on 30 June 2019
		Provision of Bulk Water Schemes functionality reports	B1.8	Number of water schemes functionality reports submitted to Council	4 reported submitted by 30 June 2019

KPA 3: LOCAL ECONOMIC DEVELOPMENT

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
District Economic Growth and employment opportunities	C1. To expand district economic output and increase quantity and quality of employment opportunities	Development of Local Economic Development Strategy	C1.1	Date of Council adoption of the LED Strategy	Council adoption of LED Strategy by 30 June 2019
		Develop and promote the agricultural potential of Umkhanyakude District	C1.2	Number of agricultural programmes developed	4 Agricultural Programmes developed by 30 June 2019
		Develop and promote the tourism potential of Umkhanyakude District	C1.3	Number of Tourism programmes developed	4 Tourism programmes developed by 30 June 2019
		Promote SMME and entrepreneurial development	C1.4	Number of SMME and entrepreneurial programmes promoted	4 of SMME and entrepreneurial programmes promoted
		Monitoring of uMhlosinga Development Agency's performance as per the Business Plan for operational budget and set aside programme	C1.5	Number of quarterly performance review sessions held with UMDA	4 quarterly performance review session reports submitted to Council for Noting by 30 June 2019
		Improve the efficiency, innovation and variety of government-led decent job creation programmes	C1.6	Number of jobs created through local economic development initiatives and capital projects	800 Jobs created by 30 June 2019

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
Revenue Collection	D1 To Implement Revenue Collection Strategy	Implementation of revenue enhancement strategy	D1.1	Number of policies tabled to Council in compliance with MFMA Section 64(2)(a)	Tariff Policy; Credit Control; Debt Collection Policy and By-Laws Tabled to Council for approval by 31 May 2019
			D1.2	Ratio in compliance with MFMA Section 64(2)(a)	Outstanding Service Debtors to Service Revenue ratio maintained at less than 0,5 throughout the 2018/19 FY
			D2.1	Ratio in compliance with MFMA Section 65(2)(e)	More than 1 Debt coverage Ratio maintained throughout the 2018/19 FY
Expenditure Management	D2 To improve expenditure management	Develop, implement and monitor standard operating procedures related to expenditure management	D2.2	Date of compliance with MFMA Section 65(2)(c)	Cash and Accounts Payable Management Policy approved by Council by 31 May 2019
			D2.3	Ratio compliance with MFMA Section 65(2)(e)	More than 1 Cost Coverage Ratio maintained throughout the 2018/19 FY
Improve Financial Management	D3. To Improve Financial Management	Develop a credible budget and report in accordance with the provisions of the MFMA	D3.1	Date of adoption of Budget	2019/2020 MTREF approved by Council by 31 May 2019
			D3.2	Number of reports submitted to Mayor in compliance with MFMA Sec.71	Report Monthly to the Mayor in Terms MFMA Section 71
			D3.3	Number of reports in compliance with MFMA Sec.52, 66 &72	Report Quarterly to Council in terms of MFMA Sec 52, 66 & 72 during 18/19 FY

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT...

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
Implement Supply Chain Management Processes	D4. To Effectively Implement Supply Chain Management Regulations	To Effectively Implement Supply Chain Management Regulations	D4.1	Date of adoption of a Procurement Plan	2018/19 Annual Procurement Plan adopted by 31 Jul 2018; with 2019/2020 Annual Procurement Plan adopted by 30 June 2019
			D4.2	Number of procurement plan implementation reports submitted to Council	3 Procurement Plan implementation reports submitted to Council for noting by 30 June 2019
Sound financial management	D5. Implement sound financial management	Monitor implementation of audit action plan on regular basis	D5.1	Percentage compliance with MFMA Section 131(1)	100% of 2017/2018 Auditor General Findings raised against the Finance Department resolved by 30 Nov 2018
		Monitor spending on MIG funded projects	D5.2	Percentage compliance with DORA Section 21 - Unspent Conditional Grants	100% of MIG grant cash backed throughout 2018/2019 financial year.
		2017/2018 Budget implementation	D5.3	Percentage compliance with MFMA Section 69(1)(a)	Maintain > 95% spending on operating Adjusted budget by 30 June 2019
			D5.4	Percentage compliance with MFMA Section 69(1)(b)	Maintain >95% implementation of Service Charges Revenue Budget evenly throughout 2018/2019 financial year.

KPA 4: FINANCIAL VIABILITY AND MANAGEMENT...

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
Sound financial management	D5. Implement sound financial management	Implementation of the Municipal Standard Chart of Accounts (mSCOA) Implementation of the Municipal Standard Chart of Accounts (mSCOA)	D5.5	Number of reports tabled to Council in compliance with Government Gazette 37577 - Municipal Regulations on Standard Chart of Accounts	Table Quarterly and Mid-year reports to Council on Implementation of mmSCOA during 2018/2019 FY
Sound Asset Management	D6. Effectively Implement asset management regulation	Implementation, monitoring and adherence to asset management policies and regulations.	D1.6	Number of reports tabled to Council in compliance with Asset Management Regulations	Table Quarterly asset management reports to Council during 2018/2019 FY

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
Improve Quality of Life	E1. To improve the quality of lives for people within Umkhanyakude District	Develop, Implement and monitor special programmes	E1.1	Number of Special Programmes implemented	4 Programmes (Snr Citizens, Gender, HIV/AIDS & Disability) implemented by 30 June 2019
		Develop, Implement and monitor Environmental Health Management strategies and plans in accordance with applicable legislation	E1.2	Number of Functionality assessment conducted on Environmental Management Services	16 Environmental Management Services functionality assessments conducted (water quality, Food Safety, Chemical Safety & Health and Hygiene) by 30 June 2019
Excellence in Governance and Leadership	E2. To ensure excellence in governance and leadership	Functionality assessment of Council committees and structures (Section 79, 80 &81)	E2.1	Number of functionality assessment reports submitted to Council	Four functionality assessment reports developed and submitted to Council for adoption by 30 June 2019
		Implementation of Risk management Plan	E2.2	Number of functionality assessment reports submitted to Council	4 functionality assessment reports on risk Management submitted to Council
		Implementation of programmes for committees responsible for oversight	E2.3	Number of oversight meetings held	8 meetings oversight held by 30 June 2019 (4 for MPAC and 4 for AUDCOM)
		Implementation of Public Participation Programmes	E2.4	Number of Public Participation programmes implemented	4 public participation programmes implemented by 30 June 2019
		Implementation of IGR programmes	E2.5	Number of IGR programmes implemented	8 Programmes implemented by 30 June 2019 (4 for MM's Forum and 4 for Mayors Forum)

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION...

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
Excellence in Governance and Leadership	E2. To ensure excellence in governance and leadership	Implementation of Batho Pele Principles	E2.6	Date of developed of batho pele policy and procedure manual, SDIP and Service Charter	<i>Batho Pele</i> policy and procedure manual, SDIP and Service Charter by 30 October 2018
			E2.7	Percentage implementation of Service Delivery Implementation Plan (SDIP)	Achieved about 80% implementation of SDIP by 30 June 2019
			E2.8	Number of Batho pele campaigns conducted.	3 <i>Batho Pele</i> campaigns conducted by 30 June 2019
		Implementation of Back to Basics Action Plan	E2.9	Percentage of implemented matters in the B2B Action Plan according to stipulated time frames	100% implementation of B2B by 30 June 2019
		Monitoring the implementation of Lekgoetla resolutions relevant to Umkhanyakude District Municipality	E2.10	Number of reports submitted to Council on Lekgoetla resolutions implemented	4 reports submitted to Council on Lekgoetla resolutions relevant to Umkhanyakude DM implemented by 30 June 2019
		Develop, Implement and monitor Communication strategy	E2.11	Number of Assessment of Communication Strategy functionality	4 functionality assessments conducted by 30 June 2019
		Develop, Implement and monitor Fraud and corruption prevention strategy	E2.12	Number of Functionality Assessment of Fraud and Corruption Prevention Strategy Functionality submitted to Council	4 Functionality Assessment of Fraud and Corruption Prevention Strategy Functionality submitted to Council during 18/19 FY

KPA 6: CROSS CUTTING INTERVENTIONS

GOAL	OBJECTIVE	STRATEGY	KPI NO	KPI	TARGET
Performance Management System	F1. To ensure effective Organizational Performance Management System (PMS)	Develop PMS Framework to inform Monitoring and Review processes	F1.1	Date of Developing and monitoring of implementation of PMS Framework	PMS Framework developed and adopted by Council by 30 June 2019
			F1.2	Number of M& E reports developed	5 reports developed by 20 June 2019
			F1.3	Number of M& E reviews conducted	5 M&E reviews conducted by 20 June 2019
Integrated Development Plan	F2. To ensure effective integrated development planning (IDP)	Review IDP as per legislation and KZN COGTA Guide	F2.1	Review of IDP as per legislation and KZN COGTA Guide	IDP Reviewed and adopted by Council by 31 May 2019
Integrity and Quality of Physical Environment	F3. To ensure integrity and quality of physical environment underpinned by a coherent spatial development pattern	Monitor the Implementation of SPLUMA and LUMF and applicable development pieces of legislation	F3.1	Date of Spatial Development Framework Review as per the provisions of legislative framework	Reviewed SDF adopted by 31 May 2019
		Implementation of Environmental Management Programmes	F3.2	Number of programmes implemented	4 programmes implemented (4 for EIAs) by 30 June 2019
Functional Disaster Management Unit	F4. To ensure functional and responsive Disaster Management Unit	Develop and monitor the implementation of Disaster Risk Reduction Plan	F4.1	Number of Monitoring and evaluation reports on the implementation of Disaster Risk Reduction Plan submitted to Council	4 Monitoring and evaluation reports on the implementation of Disaster Risk Reduction Plan submitted to Council by 30 June 2019

5. SECTION E: SPATIAL STRATEGIC INTERVENTION

5.1 Strategic Mapping

The Municipality is working towards developing corridors that have been identified throughout the entire District. A Corridor Development Master Plan is currently being developed and was adopted by the Council at the end of June 2013. Of the six corridors that were initially identified, five have been found to be worth pursuing by the Municipality, details of which are as follows:

Figure 35: Spatial Strategic Intervention

1. **NORTH - SOUTH CORRIDOR (N-2)**

(Richards Bay – Mtuba/Hlabisa – Hluhluwe – Mkhuze – Golela)

2. **CULTURAL HERITAGE CORRIDOR**

HLABISA – NONGOMA
(Gateway to the Kingdom)

3. **BORDER HERITAGE CORRIDOR**

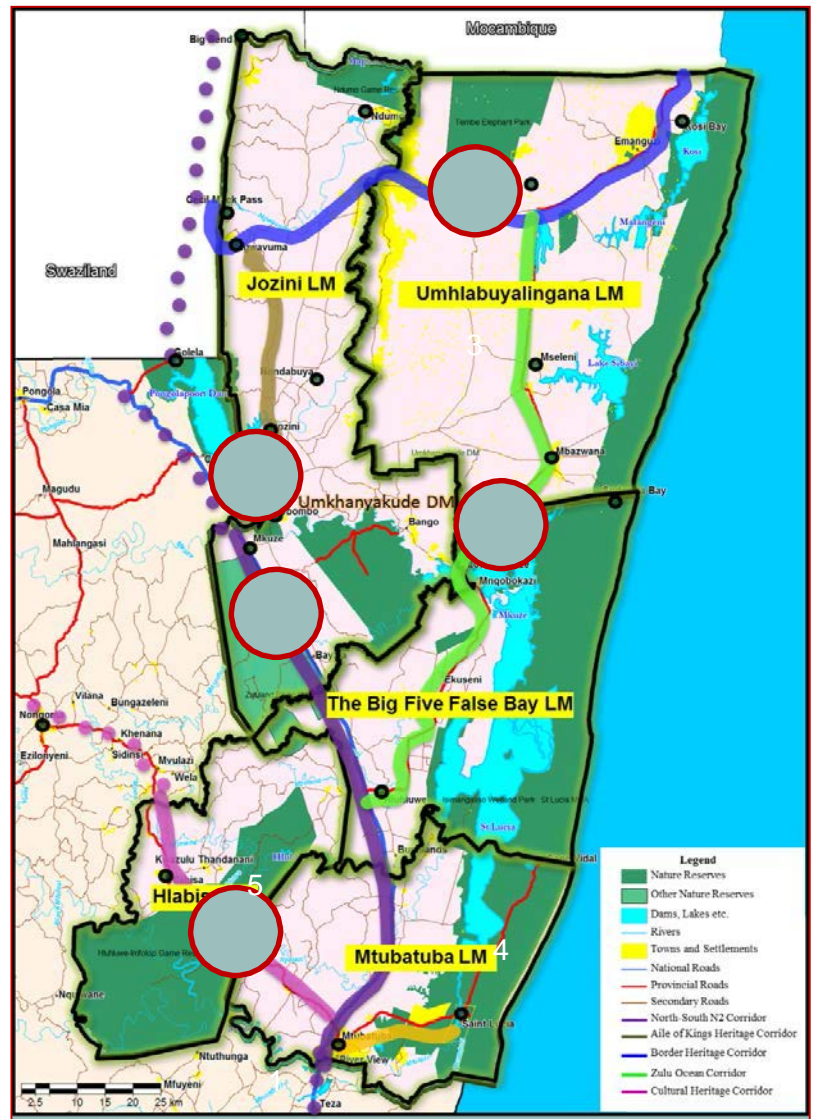
(Cecil Mack Pass – Ingwavuma – Bambanani – Ngwanase – Kosi Bay)

4. **ZULU OCEAN CORRIDOR**

(Richards Bay – St Lucia – Hluhluwe – Kosi Bay to Maputo)

5. **AILE OF KINGS HERITAGE CORRIDOR**

(Liberation Route: Jozini/N2 Turnoff – Sikhhandane – Kwaliweni – Ingwavuma – Cecil Mack Pass)



5.2 Development Rationale

Umkhanyakude Corridor Master Plan is based on the following principles:

PRINCIPLE 1:

To achieve a sustainable equilibrium between human settlement, conservation, tourism, commercial and agricultural activities within the District, by way of proper land use management and in partnership with the private sector and local communities

PRINCIPLE 2:

To maintain and protect all natural environmental resources in the uMkhanyakude District and to manage these as a coherent ecosystem.

PRINCIPLE 3:

To establish the iSimangaliso Wetland Park as the international Tourism Anchor in the District, supplemented by the provincial and private reserves and cultural heritage precincts within the District.

PRINCIPLE 4:

To promote irrigated and cultivated farming activities on suitable land within the District; and to support small scale and/or subsistence farming throughout the remainder of the area.

PRINCIPLE 5:

To define and establish a functional hierarchy of nodal service centres in the District, in order to consolidate human settlement, optimise the delivery of social and engineering services, and stimulate local economic development, while protecting valuable agricultural land

PRINCIPLE 6:

To provide a full range of social/community services at all identified nodal points, in accordance with the nationally approved Thusong Centre concept.

PRINCIPLE 7:

To consolidate industrial and manufacturing activities around three core areas, namely Mtubatuba, Hluhluwe and Mkhuze; and to promote small-scale manufacturing / light industrial activities, including agro-processing at all other nodes and Rural Service Centres.

PRINCIPLE 8:

To enhance business activities (formal and informal) at each of the identified nodal points in the District by consolidating these activities with the Thusong Centres and modal transfer facilities

PRINCIPLE 9:

To optimally capitalise on the strategic location of the District through enhancing the N2 and R22 as development corridors, and to functionally link all nodal points and major destinations.

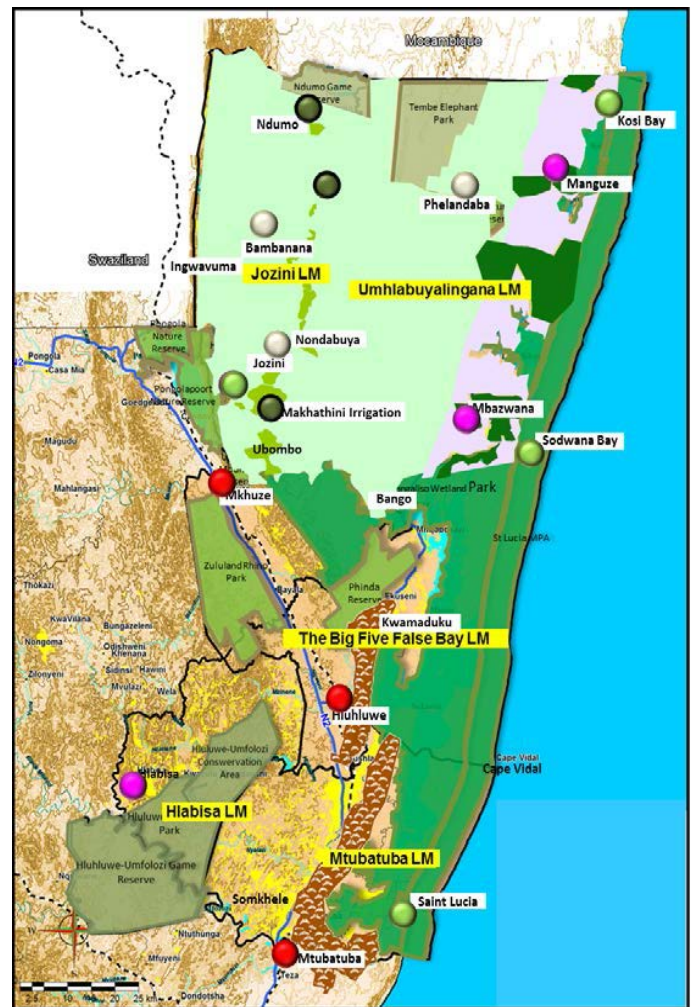


Figure 36: Corridor Development Rationale

PRINCIPLE 10

To ensure that proper public transport infrastructure and services are provided along the priority movement network and at all nodal points, serving both urban and rural communities

PRINCIPLE 11:

To ensure that areas displaying little or no potential for growth (urban and rural) are at least provided with the constitutionally mandated minimum levels of services as prescribed by the NSDP and enshrined in the Constitution.

PRINCIPLE 12:

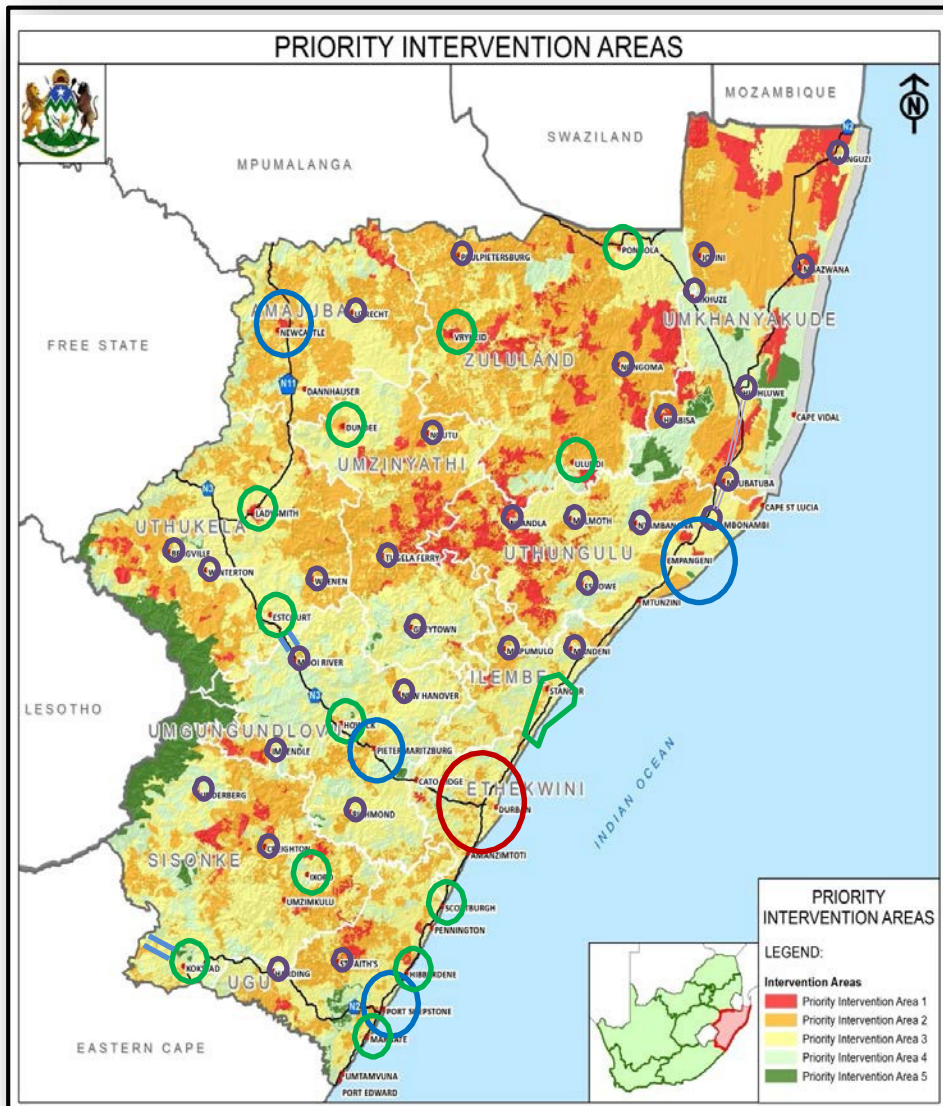
To integrate and consolidate the fragmented human settlement structure of the UDM by way of delineating urban and rural development boundaries around nodal points and promoting infill development and densification within these Strategic Development Areas.

PRINCIPLE 13:

To compile detailed Precinct Plans for each of the identified nodal points and Rural Service Centres.

5.3 Provincial Strategic Priority Areas

Figure 37: Provincial Intervention Areas



- The figure above clearly indicates that Umkhanyakude District has no.1 and no. 2 priority areas
- The focus of the Municipality will then be on programmes that are in line with the PGDS for KZN
- The provincial intervention through the Ndumo Regeneration Programme will change the plight of that region for the better
- The Corridor Mater Plan for the Municipality is aimed at linking up with strategic interventions that the Province has already developed such as PGSD and PGDP
- Through the DGDP, a long-term intervention strategy will be developed to meet 2030 Vision of the District in line with the NDP and PGDP

5.4 KZN SDF

- The KZN SDF identifies three programmes within the District that need attention which are Lubombo Trans-frontier Park, Isimangaliso Wetland Park and Hydro and Renewable Energy
- Already the Development Agency is at advanced stages with getting Jozini Hydro Project started

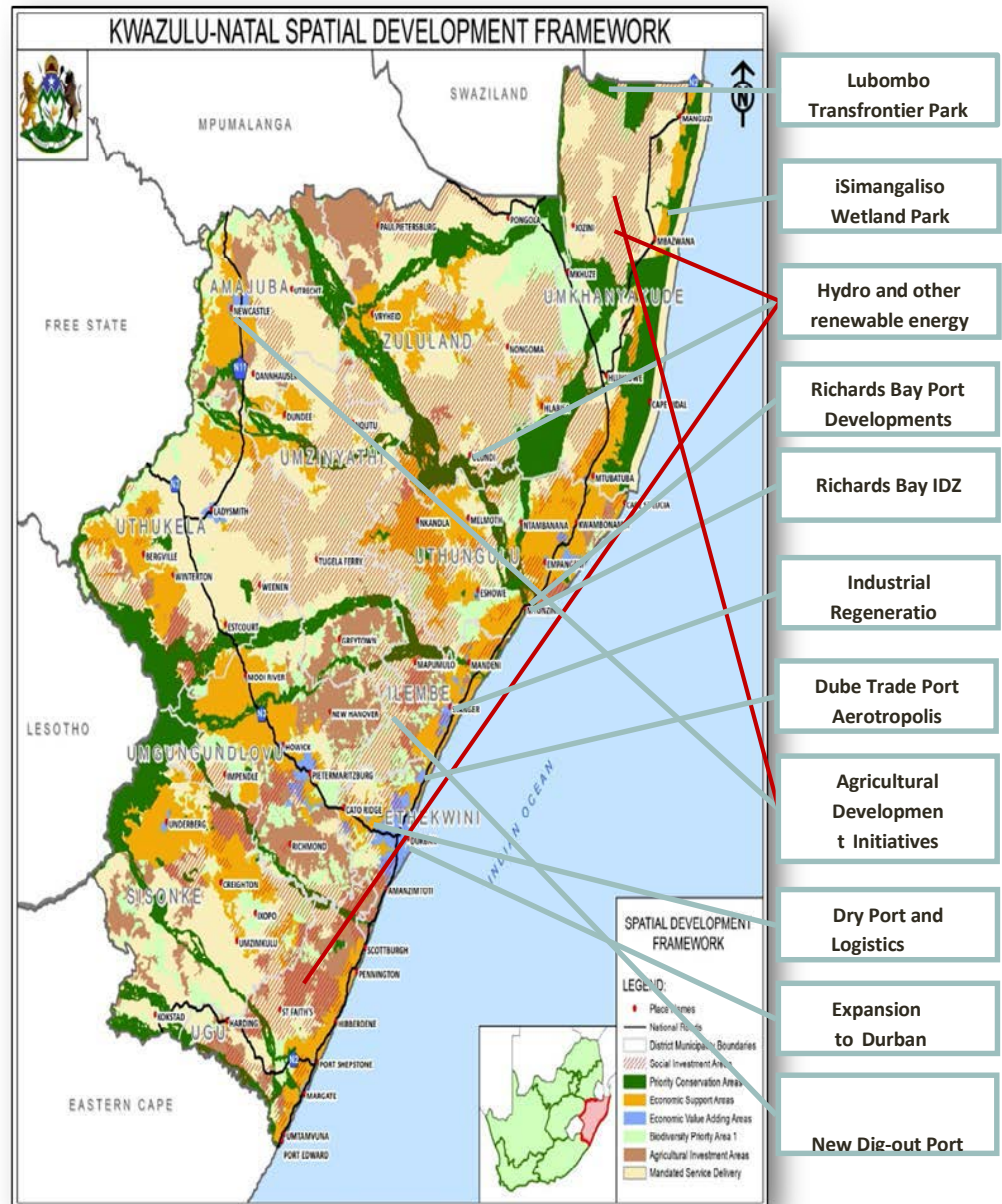
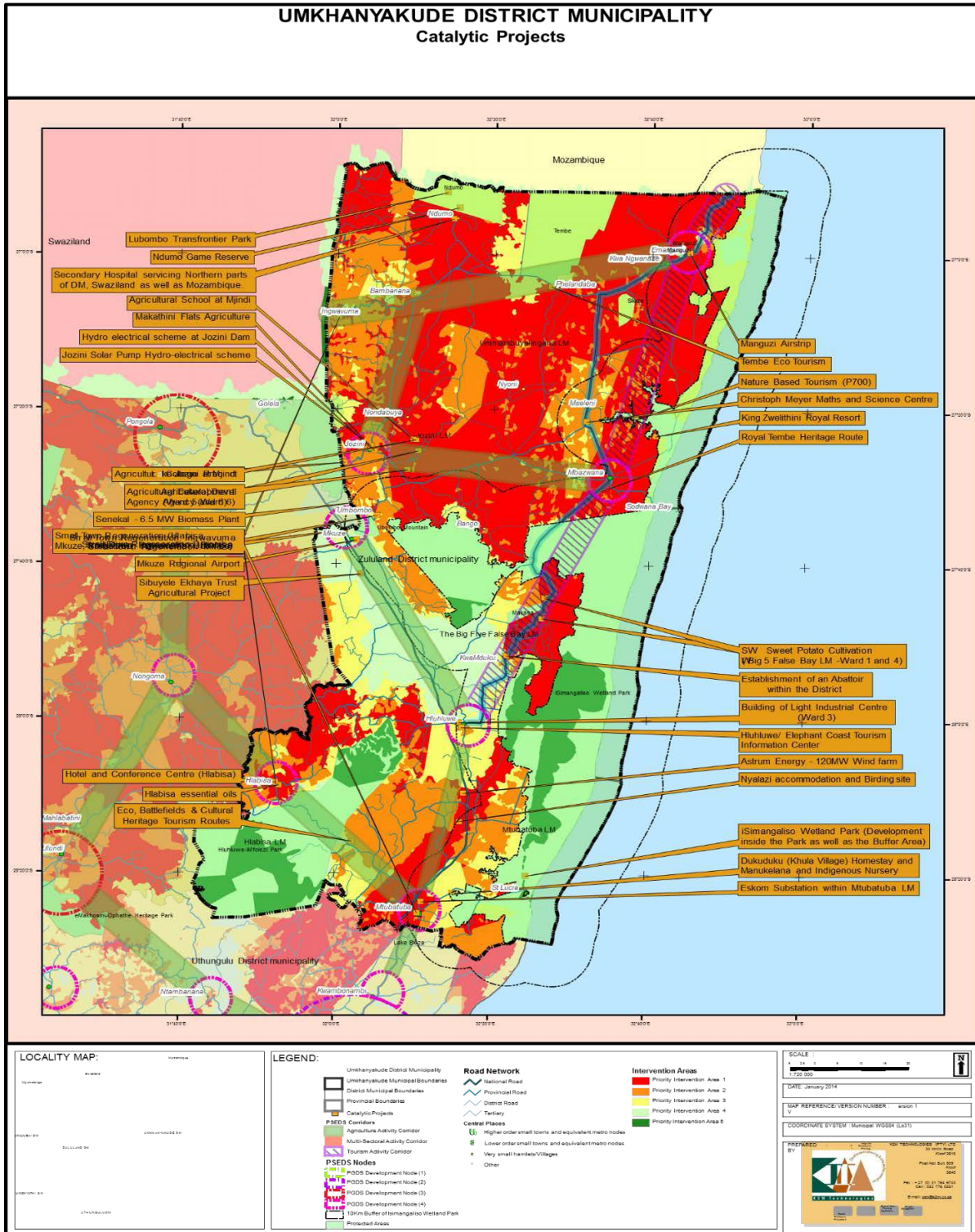


Figure 38: KZN SDF

5.5 Infrastructure Strategic Mapping

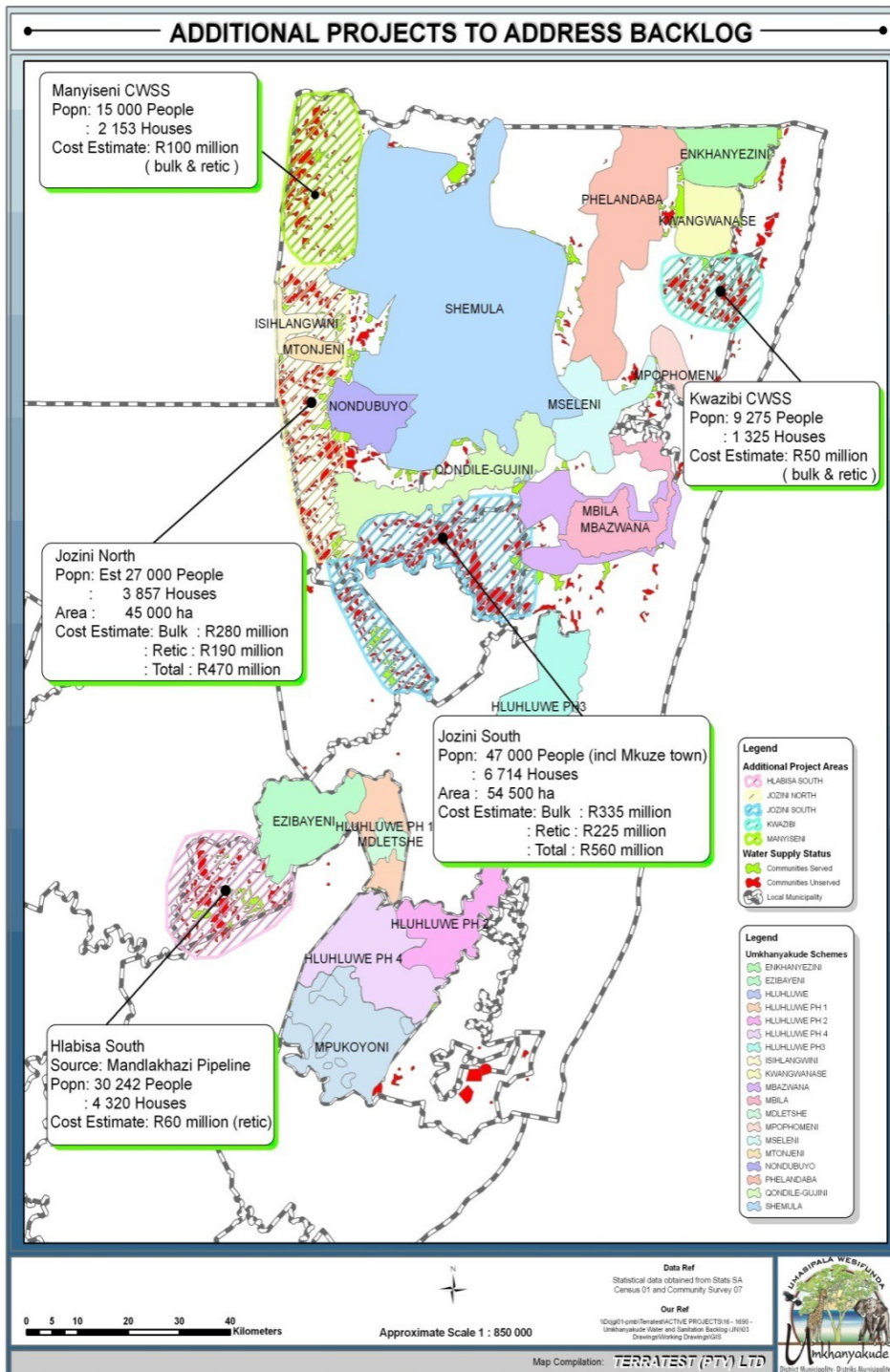
5.5.1 Current Planned and Existing Projects

Figure 39: Current Planned and Existing Projects



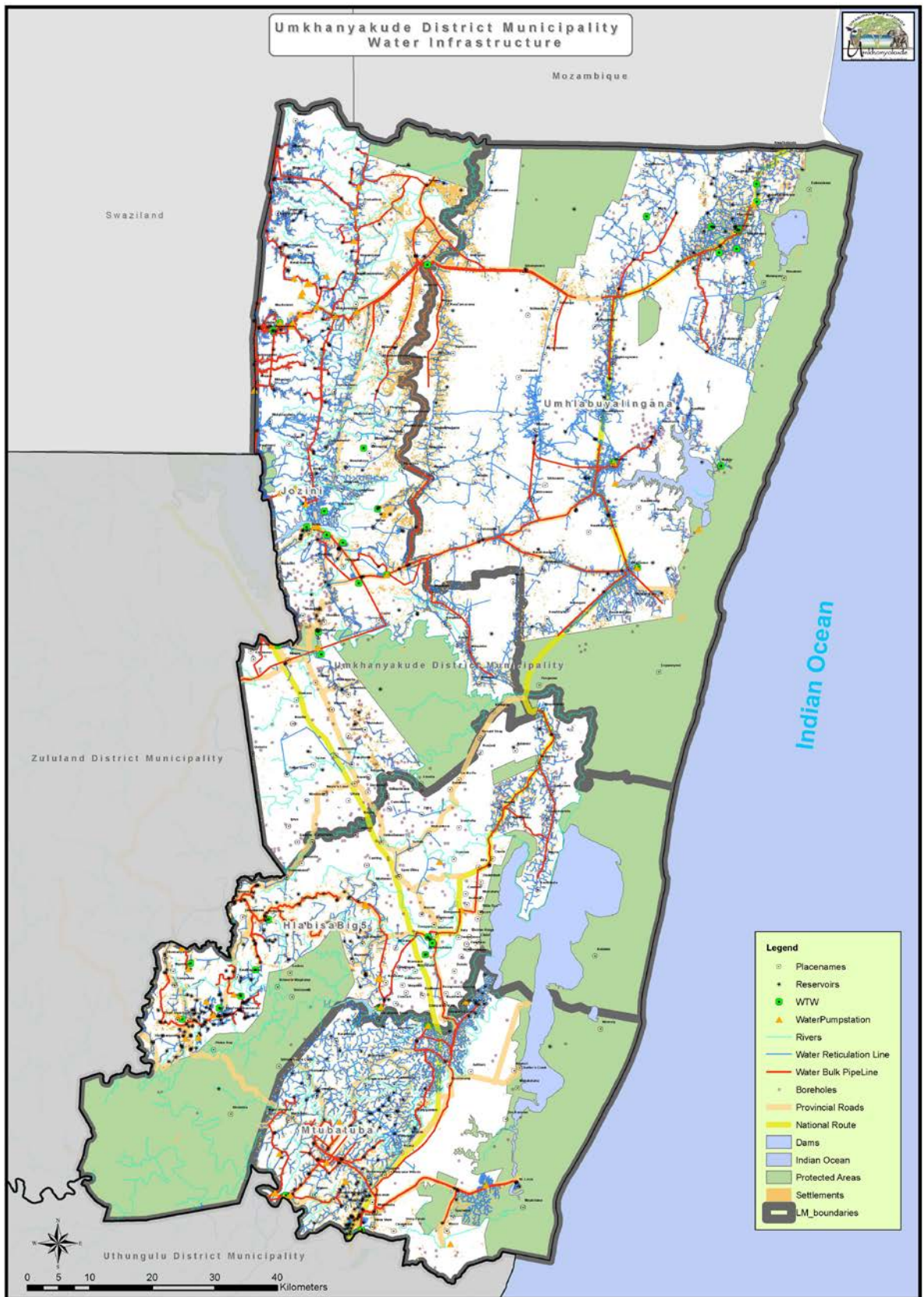
5.5.3 Additional Projects to Address Backlogs

Figure 41: Additional Projects to Address Backlogs



5.5.4 Provision of Water Services

Figure 42: Water Service Lines Within the District



6. SECTION F: FINANCIAL PLAN

Introduction and Background

Section 26 of the Local Government: Municipal Systems Act (Act No 32 of 2000) as amended lists the core components of and Integrated Development Plan for all municipalities and section 26(h) require the IDP to include a Financial Management Plan which “must include a budget projection for at least the next three years”. UMkhanyakude District Municipality is in a process of preparing its Financial Plan for 2018/2019 in compliance with Section 26(h) of the Municipal Systems Act, as amended.

The IDP is a guiding document for the Municipality’s 2018/2019 budget planning process. The IDP’s outcome is the alignment of all departmental planning processes to the mission and vision of the Municipality in achieving its long-term strategic goals. Therefore, the Financial Plan ensures that the objectives of the IDP are achieved over its implementation period, and also strives to ensure that scarce resources are obtained timeously and allocated to the relevant projects in line with the key targets of the IDP. The fundamental goal of the Municipality in all its processes is to enhance service delivery to its community and contribute to improved socio-economic activities for its citizens.

The financial plan includes an Operating Budget and Capital Budget for the 2018/2019 MTERF period which is informed by the Integrated Development Plan priorities and strategic direction of the Municipality.

Financial Strategies

- Cleansing of Consumer Data
- Implementation of indigent management systems / processes
- Profiling Debtors (identify top 100 that can pay)
- Prioritising the installation and repair of meter in the elite areas
- Accurate billing and sending of customer statements
- Implementation of Credit Control procedures
- Offering of discount and settlement deals on long outstanding creditors
- Effective use of Interim Finance Committee (IFC)
- Preparation of Realistic Budget in line with IDP
- Preparation of budget deficit management strategies
- Timely Reporting of financial performance to all oversight structures
- Development of credible Annual Financial Statements (AFS) Plan
- Development of Procurement Plan
- Capacitate SCM Officials and Bid Committees
- Management of Existing Contracts
- Reduction of operating expenditure

Budget and Treasury Office Policies

The Municipality’s budget process is guided and governed by the relevant legislative frameworks, strategies and related policies. The Budget and Treasury Office has reviewed the following policies which have been set to provide a sound financial base and assist in the achievement of Budget and Treasury Office’s respective IDP priorities:

- SCM policy
- Asset Management
- Credit Control and Debt Collection Policy
- Banking Policy
- Tariff Policy
- Rates Policy
- Budget Policy
- Virement Policy
- Payment Policy
- Petty cash policy

Budget and Treasury Office is reviewing its policies annually due to changes in the municipal environment and to ensure that changes in legislation, IDP priorities and administrative processes are aligned to its policies.

Equitable Share

The local government equitable share allocation is based on achieving the Constitutional requirements as provided for in sections 214 and 227 of the Constitution. In terms of these provisions, local government is entitled to an equitable share of nationally raised revenue to enable municipalities to provide basic services to low-income households and to assist municipalities in maintaining functioning administrations.

Equitable share takes account of the fiscal capacity, fiscal efficiency, developmental needs, extent of poverty and backlogs in municipalities. According to the Division of Revenue Act (DoRA), the equitable share allocation comprise of the following components:

- a) Basic services component
- b) Development component
- c) Institutional support component
- d) Revenue Raising Capacity
- e) Correction and stability factor

Operating Grants and Subsidies

With the promulgation of the Division of Revenue Bill, 2018, cognizance needs to be taken of the following operating grant and subsidies allocations:

Equitable Share	R374 748 000-00
MIG (CAPITAL incl PMU fees)	R210 378 000-00
WSIG (CAPIATL)	R55 000 00-00
Rural Asset Management	R 2 624 000-00
FMG	R1 000 000-00
EPWP	R3 022 000-00
Dukuduku Project	R1 000 000-00
Mkhuze Regional Airport	R2 000 000-00
Tourism Strategy	R700 000-00

Sustainability of the Municipality

One of the Key Performance Areas of the Municipality in the IDP process is on Financial Viability which also contributes in assessing municipality's long-term sustainability. The municipality has not been paying its creditors on time resulting in litigations. This is as a result of financial constraints.

The consolidated annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The ability of the municipality to continue as a going concern is dependent on a number of factors. The most significant of these is that the government continue funding for the ongoing operations for the municipality to restore the solvency of the municipality.

Furthermore in assessing the Municipality's liquidity position, the Municipality has applied the following mechanism to assess the cash position of the Municipality to support the implementation of the 2018/2019 MTREF budget.

Overview of the Medium Term Revenue and Expenditure Budget

Each department in the Municipality had to review the business planning process, setting of priorities and targets to compile the 2018/2019 MRTEF operational and capital budgets. The application of sound financial management principles for the compilation of UMkhanyakude District Municipality's Budget is essential and critical to ensure that the municipality improves from its current existing cash flow crisis in order to provide sustainably, economically and equitably services to all communities.

Revenue Raising

For an organisation to sustain itself, it should be able to raise revenues to fund and sustain the services provided and also budget for the growth of the services and the organisation as a whole. This can be achieved by charging a cost reflective tariff for the services provided, using latest technologies where available to enhance operations and achieve greater value for money.

Most importantly the municipality must invest in the revenue generating resources and strategies by budgeting correctly for the repairs and maintenance.

The UKDM has concluded a revenue enhancement strategy which was approved in December 2017 by council for implementation: Some of the key programmes UKDM is implementing include:

- The review of Tariff policy, Debt collection and Credit Control policy and Indigent Policy. These policies outline the relevant procedures of levying tariffs, credit control, debt collection and indigent support. The indigent policy also defines the qualification criteria for indigent status. The tariff policy endeavours to levy affordable and sustainable service charges for services rendered to all consumers within in the district.
- Enhance credit control section additional personnel. Cashiers from UKDM satellite office that are not busy have been temporarily placed under credit control as a measure to improve collection rate.
- Office of the CFO has meetings with individual consumers that have a potential to pay. The debtors are requested to commit on a payment plan and sign an acknowledgement of debt.

- Special focus has been placed on government debt with collections on the department of health progressing very well and engagements with other government departments are underway.
- A project for the installation of water meters is underway and is funded the MIG budget for the current financial year.
- Putting the right people in the right positions within the revenue framework

Debt Management

The UKDM is currently implementing an arrear debt collection strategy, on consumer debtors and business, covering the following:

- In depth data cleansing exercise
- Offering some % discount on long outstanding debtors if settlement is made within a specified timeline
- Issuing letters of demand
- Cutting off of services
- Handing over to the lawyers for collection
 - Establish customer care facility
 - Prioritise collection from government institutions (hospitals, police stations, etc.) and departments. The aim is 100% collection.
 - Preparation and adoption of Indigent Register

The UKDM has an approved credit policy which provides for debtors write-offs of arrear accounts. Section 5 of the policy stated that:

- *“The effective implementation of the present policy also implies a realistic review of the Municipality’s debtor’s book at the conclusion of each financial year. The Municipal Manager shall as soon as possible after 30 June each financial year present to the Council a report indicating the amount of the arrears which it is believed is uncollectable, together with the reasons for this conclusion.*
- *The Council shall then approve the write off of such arrears, if it is satisfied with the reasons provided”*

Therefore in line with the policy and budget principles the UKDM will be presenting to council accounts for write offs with a view of ensuring that only recoverable debt is included in the debtors balances for the current year and / future year.

Financial Management

The following are the financial management strategies of UKDM:

- Implement the mSCOA system to ensure compliance
- Integration of all computerized systems to ensure accurate, relevant and timely reporting to all stakeholders
- Implementation of the intervention plan / turnaround strategy
- Develop process flows and standard operating procedures.
- Preparation of Realistic Budget in line with IDP
- Preparation of budget deficit management strategies
- Monthly monitoring of budget variances through the financial reporting.
- Timely Reporting of financial performance to all oversight structures

- Weekly cash flow analysis
- Effective use of the Interim Finance Committee (IFC) to approve all requisition and payments.
- Development of credible Annual Financial Statements (AFS) Plan
- Development of Procurement Plan
- Capacitate SCM Officials and Bid Committees
- Management of Existing Contracts
- Reduction of operating expenditure

Supply Chain Management (SCM)

- The Supply Chain Management Policy and the SCM Delegations of the municipality were tabled to the Council in March 2016 and it was adopted as per Council Resolution No. UDMC 865/16. The Provincial Treasury support team assisted the SCM Unit in the following;
 - Analysis of the Irregular Expenditure per transaction and make recommendations to Council and actions to be undertaken.
 - The implementation of Standard Operating Procedures (SOPS).
 - Training of end-user departments and SCM Practitioners
 - SCM Policy on Infrastructure needs to be adopted by the Municipality. The Policy Model was issued by National Treasury.
- The Municipal Procurement Plan 2017/18 Financial Year was completed and submitted to Provincial Treasury with the plans for 2018/19 underway.
 - The Prior Year SCM Registers have been completed.
 - Training of End-users was done by Provincial Treasury
- All supply chain management personnel had signed the code of the conduct for the 2017/2018 financial year. The Treasury support provided all municipal SCM Officials and Bid Committee members of the municipality with the code of conduct for them to sign for the financial year 2018/2019.
- Adequacy of personnel within the SCM unit still remains a challenge, currently the municipality has four (4) SCM Officials as follows:
 - Supply Chain Manager X1
 - Supply Chain Management Officer X1;
 - Supply Chain Management Clerk X2

The current structure is not in terms of the elements of supply chain management as required by the SCM Regulation 9(b) which must include: demand, acquisition; logistics; disposal; risk management and performance management. This will however be corrected during the 2017/81 financial year upon finalisation of the organisational staff structure.

Other key challenges experienced with the SCM processes:

- Bid committees not sitting regularly
- Shortage of staff
- Late submission of requisitions by departments
- Not having proper SCM document storage facility
- Easy access of other officials to SCM offices that interferes with proper handling of documents

- Departments tend to interfere with SCM procedures
- Central Suppliers Database not in operation due to ICT Infrastructure challenges
- Contract Register Application problems due to ICT Infrastructure

Budget and Treasury Office (BTO)

The finance department has the following sectional units headed by “unit managers” with a direct line of reporting to the Chief Financial Officer as per the old staff organogram:

- Supply Chain Management Unit
- Revenue Management Unit
- Expenditure Management Unit
- Budget and Reporting Unit

All sectional unit managers have staff reporting to them. However, there is a shortage of skills within these units to ensure that all finance related activities are conducted in an effective and efficient manner. The municipality has been relying on the use of consultants to ensure credible financial reporting. Over the past year the municipality had a multi-disciplinary team of professionals seconded by the oversight institutions (provincial, nation treasury and the CoGTA department) at no cost to the municipality to ensure sound financial management.

It is unfortunate that despite intervention by the provincial, nation treasury and the CoGTA department there is still a need of further assistance in order to ensure that the foundation laid by these respective oversight institution is not wasted, therefore, a further assistance is still necessitated. Such assist is still required on the scope of work extended thus far which should not be limited to:

- Assisting with monthly general ledger reconciliations and monitoring of the quality of financial management reconciliations and accounting processes;
- Mapping of reconciled cashbook to the approved budget per line item
- Creation and implementation of a reference system to map the reconciled cashbook to budget line items
- Monitoring the implementation of cash flow management
- Assisting with addressing prior year audit findings as raised by the AG
- Providing guidance and oversight in the asset register preparation process and asset management processes
- Monitoring and assisting in the preparation of quarterly financial statements and financial statements
- Preparations of working paper files to the annual financial statements and relevant supporting schedules
- Continuous hands on support during audit period
- Provision of financial management support in areas of budgeting, income, expenditure and supply chain management and etc.

Assets & Infrastructure and repairs and maintenance

The UKDM has a fixed asset management policy which is being implemented and is in a process of finalising an asset renewal plan for 2018/19. The UDKM has draft operations and maintenance plan which will also implemented during the 2018/19. The municipality is under-budgeting for repairs and maintenance, this is due to cost cutting measures being implemented. The UKDM budgeted for only R24.9-million. This is considered very low given the status of municipal asset.

Financial Ratio's

One of the Key Performance Areas of the Municipality in the IDP process is on Financial Viability which also contributes in assessing municipality's long-term sustainability. The municipality has not been paying its creditors on time resulting in litigations. This is as a result of financial constraints.

The consolidated annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The ability of the municipality to continue as a going concern is dependent on a number of factors. The most significant of these is that the government continue funding for the ongoing operations for the municipality to restore the solvency of the municipality.

Furthermore in assessing the Municipality's liquidity position, the Municipality has applied the following mechanism to assess the cash position of the Municipality to support the implementation of the 2018/2019 MTREF budget.

- Debt collection rate
- Current ratio
- Cash coverage ratio

Debt Collection Rate

According the current age analysis the municipality is only collection about 3 per cent which far below the required rate of 95 per cent.

The municipality has to implement the following in order to improve the situation:

- Complete data cleansing
- Update the 2018/2019 indigent register
- Replace all the defective meters and Install meters where revenue potential is identified
- Fully implement credit control (including outsourcing of meter reading and legal).

Current Ratio

The liquidity ratio provides an indication of the municipality's ability to pay its short term debts in the short- term (viability of an entity). The ratio indicates how many times the current assets, if liquidated, pay the current liabilities. The norm (considered acceptable) is 2:1 i.e. the current assets are double the current liabilities.

6.1 Abridged Budget for 2018/2019

DC27 Umkhanyakude - Table A4 Consolidated Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue By Source											
Property rates	2	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	2	5,256	4,884	5,262	6,849	6,092	6,092	6,092	12,560	10,700	11,449
Service charges - water revenue	2	19,874	18,020	13,771	28,562	19,084	19,084	19,084	39,600	28,365	30,350
Service charges - sanitation revenue	2	848	430	508	258	603	603	603	640	685	733
Service charges - refuse revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - other		-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		33	67	56	137	82	82	82	90	96	103
Interest earned - external investments		1,428	12,612	5,305	4,256	4,562	4,562	4,562	5,000	5,350	5,725
Interest earned - outstanding debtors		-	-	-	-	-	-	-	-	-	-
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		-	-	-	-	-	-	-	-	-	-
Licences and permits		-	-	-	-	-	-	-	-	-	-
Agency services		-	-	-	-	-	-	-	-	-	-
Transfers and subsidies		237,422	299,771	326,160	346,343	328,343	328,343	328,343	395,613	430,113	473,652
Other revenue	2	13,917	34,531	16,370	12,052	8,306	8,306	8,306	1,525	11	11
Gains on disposal of PPE		-	-	-	-	1,500	1,500	1,500	-	-	-
Total Revenue (excluding capital transfers and contributions)		278,778	370,314	367,433	398,457	368,573	368,573	368,573	455,028	475,319	522,023
Expenditure By Type											
Employee related costs	2	124,331	132,792	140,608	136,793	143,358	143,358	143,358	158,801	166,594	179,589
Remuneration of councillors		6,721	6,446	6,874	8,940	8,940	8,940	8,940	9,387	9,857	10,350
Debt impairment	3	17,396	12,209	5,263	18,028	18,028	18,028	18,028	5,789	5,350	5,725
Depreciation & asset impairment	2	28,160	36,515	37,911	45,009	38,291	38,291	38,291	41,702	37,450	40,072
Finance charges		1,135	2,352	1,424	1,499	941	941	941	1,499	1,604	1,716
Bulk purchases	2	69,403	73,601	80,930	89,912	89,912	89,912	89,912	85,848	111,724	117,869
Other materials	8	34,991	33,222	70,858	35,330	31,493	31,493	31,493	35,564	26,680	28,548
Contracted services		38,497	31,036	46,427	24,355	38,462	38,462	38,462	63,199	67,278	71,647
Transfers and subsidies		365	-	-	-	-	-	-	-	-	-
Other expenditure	4, 5	80,440	118,413	47,308	38,590	43,648	43,648	43,648	53,238	48,783	66,509
Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-
Total Expenditure		401,440	446,585	437,603	398,457	413,074	413,074	413,074	455,028	475,320	522,023
Surplus/(Deficit)		(122,662)	(76,270)	(70,170)	(0)	(44,501)	(44,501)	(44,501)	-	(0)	(0)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		162,783	222,693	230,277	257,965	293,266	293,266	293,266	266,059	279,630	283,396
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Transfers and subsidies - capital (in-kind - all)	6	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		40,121	146,423	160,107	379,601	370,401	370,401	370,401	296,059	279,630	283,396
Taxation		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		40,121	146,423	160,107	379,601	370,401	370,401	370,401	296,059	279,630	283,396
Attributable to minorities		-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		40,121	146,423	160,107	379,601	370,401	370,401	370,401	296,059	279,630	283,396
Share of surplus/ (deficit) of associate	7	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		40,121	146,423	160,107	379,601	370,401	370,401	370,401	296,059	279,630	283,396

6.2 Alignment of IDP and Budget – 2018/2019

KEY PERFORMANCE AREA	OBJECTIVE	DRAFT BUDGET 2018/19
Municipal Transformation & Institutional Development	To provide effective and efficient human resource management aimed at achieving a skilled workforce that is responsive to service delivery and change	R 66 529 635,00
Basic Service Delivery	To provide high quality infrastructure network to support improved quality of life and economic growth	R 240 366 029,00
Socio Economic Development	To expand district economic output and increase quantity and quality of employment opportunities	R 71 963 225,00
Municipal Financial Viability	To Improve Financial Management	R 66 529 635,00
Good Governance and Public Participation	To promote participative, facilitative and accountable government	R 27 070 984,00
Cross Cutting Issues	To ensure integrity and quality of physical environment underpinned by a coherent spatial development pattern	R 2 298 000,00
TOTAL		R 437 862 004,00

For more details on the Financial Plan please refer to Appendix 11

7. SECTION G: ANNUAL OPERATIONAL PLAN

7.1 Organisational SDBIP for 2018/2019

See Appendix 1

8. SECTION H: ORGANIZATIONAL AND INDIVIDUAL PMS

Organisational Performance Management System (OPMS) -18/19

Preferred Performance Management Model

A performance management model can be defined as the grouping together of performance indicators, sometimes based on the type of indicator, into logical categories or groups (often called perspectives), as a means to enhance the ability of an organization to manage and analyse its performance. As such a model provides a common framework for what aspects of performance is going to be measured and managed. It further ensures that a balanced set of measures are employed that are not relying on only one facet of performance and therefore not presenting a holistic assessment of the performance of an organisation.

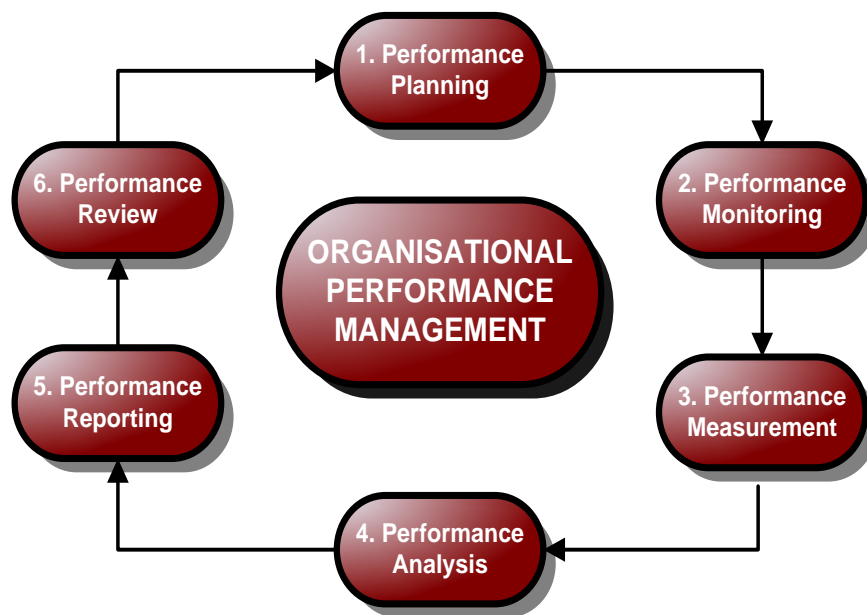
A number of performance models are available and any of them could be applied by the Municipality. The available models include the Municipal Scorecard, Balanced Scorecard and the Key Performance Area Model. The District Municipality has chosen the Key Performance model. In the said model all indicators are grouped together under the national key performance areas as per the Systems Act and the local key performance areas as per the Umkhanyakude District Municipality's IDP. The said Model therefore enables the District Municipality to assess its performance based on the national and its own local key performance areas.

The following KPAs inform the OPMS of the Municipality:

1. Municipal Transformation and Institutional Development
2. Basic Service Delivery
3. Local Economic Development
4. Municipal Financial Viability and Management
5. Good Governance and Public Participation
6. Cross Cutting Interventions

The process of managing performance

The annual process of managing performance at organizational level in the Municipality involves the steps as set out in the diagram below:



Performance Planning

The performance of the Municipality is to be managed in terms of its IDP and the process of compiling an IDP and the annual review thereof therefore constitutes the process of planning for performance.

Performance monitoring

Performance monitoring is an ongoing process by which a manager accountable for a specific indicator as set out in the organisational scorecard (and a service delivery target contained in a SDBIP) continuously monitors current performance against targets set.

Performance measurement

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each key performance indicator and against the target set for such indicator.

Performance analysis

Performance analysis involves the process of making sense of measurements. It requires interpretation of the measurements as conducted in terms of the previous step to determine whether targets have been met and exceeded and to project whether future targets will be met or not. Where targets have not been met performance analysis requires that the reasons therefore should be examined and corrective action be taken.

Performance reporting and review

The next two steps in the process of performance management namely that of performance reporting and performance review will be dealt with at the same time. This section is further divided into three sections dealing with the requirements for in-year versus annual reporting and reviews respectively and lastly a summary is provided of the various reporting requirements.

All employees of Umkhanyakude District Municipality need to gradually be subjected to regular reporting which would assist general managers in reporting quality output during performance reviews.

In-year performance reporting and review

The submission of the scorecards to the Executive Committee for consideration and review of the performance of the Municipality as a whole is the next step in the process. The first such report is a major milestone in the implementation of any PMS and it marks the beginning of what should become a regular event namely using the performance report as a tool to review the Municipality's performance and to make important political and management decisions on how to improve.

As indicated earlier it is recommended that the organisational and SDBIP scorecards be submitted to the Executive Committee for consideration and review on a quarterly basis. The reporting should therefore take place in October (for the period July to end of September - quarter 1 of the financial year), January (for the period October to the end of December - quarter 2), April (for the period January to the end of March - quarter 3) and July (for the period April to the end of June - quarter 4). Annual review shall be conducted no later than September.

The review in January will coincide with the mid-year performance assessment as per section 72 of the MFMA. The said section determines that the accounting officer must by 25 January of each year assess the performance of the municipality and report to the Council on inter alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP.

Performance review is the process where the leadership of an organisation, after the performance of the organisation have been measured and reported to it, reviews the results and decided on appropriate action. The Executive Committee in reviewing the organisational and departmental scorecards submitted to it will have to ensure that targets committed to in the scorecard have been met, where they have not, that satisfactory and sufficient reasons have been provided by senior management and that the corrective action being proposed is sufficient to address the reasons for poor performance. If satisfied with the corrective action as proposed these must to be adopted as formal resolutions of Council, minuted and actioned accordingly.

Annual performance reporting and review

On an annual basis a comprehensive report on the performance of the Municipality also needs to be compiled. The requirements for the compilation, consideration and review of such an annual report are set out in section 12 of the MFMA. In summary it requires that:

- All municipalities for each financial year compile an annual report
- The annual report be tabled within seven months after the end of the financial year
- The annual report immediately after it has been tabled be made public and that the local community be invited to submit representations thereon
- The municipal Council consider the annual report within nine months after the end of the financial year and adopt an oversight report containing the council's comments on the annual report
- The oversight report as adopted be made public
- The annual report as tabled and the Council's oversight report be forwarded to the Auditor-General, the Provincial Treasury and the department responsible for local government in the Province
- The annual report as tabled and the Council's oversight report be submitted to the Provincial legislature.

The oversight report to be adopted provides the opportunity for full Council to review the performance of the Municipality. The requirement that the annual report once tabled and the oversight report be made public similarly provides the mechanism for the general public to review the performance of the Municipality. It is however proposed that in an effort to assist the public in the process and subject to the availability of funding, a user-friendly citizens' report be produced in addition to the annual report for public consumption. The citizens' report should be a simple, easily readable and attractive document that translates the annual report for public consumption.

It is also proposed that annually a public campaign be embarked upon to involve the citizens of the Municipality in the review of municipal performance over and above the legal requirements of the Municipal Systems Act and the MFMA. Such a campaign could involve all or any combination of the following methodologies:

- Various forms of media including radio, newspapers and billboards should be used to convey the annual report.
- The public should be invited to submit comments on the annual report via telephone, fax and email.
- Public hearings could be held in a variety of locations to obtain input of the annual report.

9. SECTION I: PROJECTS FOR 2018/2019

CONSOLIDATED OVERVIEW:

Consolidated Overview of the 2018/19 MTREF

Vote Description	2018/19 Medium Term Revenue & Expenditure Framework		
	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Total Operating Revenue	455 028 000	475 319 000	522 023 000
Total Operating Expenditure	455 028 000	475 319 000	522 023 000
Surplus / (Deficit) for the year	Nil	Nil	Nil
Total Capital Expenditure	266 059 000	279 630 000	283 396 000
Total Budget	721 087 000	754 949 000	805 419 000

The following tables represent the 2018/2019 Tabled Capital Budget:

Table 2 Proposed Capital Funding:

Capital Grants Budget 2018-2019			
Account	Draft Budget 2018-2019	Draft Budget 2019-2020	Draft Budget 2020-2021
Municipal Infrastructure Grant (excluding PMU)	199 859 100	199 630 050	198 996 450
Water Service Infrastructure Grant	55 000 000	80 000 000	84 400 000
Total capital grants	254 859 100	279 630 050	283 396 450

9.1 Infrastructure Projects

Project list for infrastructure projects being prioritized for 2018/2019 is as follows:

Breakdown of Infrastructure Projects – 2018/2019

Umhlabuyalingana Municipality

Project Name	Type	Amount
Manguzi Star of the Sea Water Scheme	Water – MIG	R 15 000 000-00
KwaZibi Water Project	Water – MIG	R 5 000 000-00

Project Name	Type	Amount
Mseleni Water Supply Phase 1	WSIG	R 10 000 000-00
Refurbishment and Upgrade of Rudimentary Water and Sanitation within uMhlabuyalingana LM as part of a Tanker Reduction Strategy	WSIG	R 10 000 000-00

Jozini Municipality

Project Name	Type	Amount
Jozini regional CWSS	Water – MIG	R 11 236 231-84
KwaJobe community water scheme	Water – MIG	R 27 000 000-00
Shemula water upgrade	Water – MIG	R 10 498 570-33
Refurbishment of Ubombo water scheme	Water – MIG	R 6 000 000-00
Ingwavuma Drought Relief (boreholes)	Water – MIG	R 5 497 135-00
Total		R60 231 937-17

Project Name	Type	Amount
Refurbishment and Upgrade of Rudimentary Water and Sanitation within Jozini LM as part of a Tanker Reduction Strategy	WSIG	R 10 000 000-00
Ingwavuma Interim Water Supply - Phase 2	WSIG	R 5 000 000-00

Project Name	Type	Amount
Ingwavuma VIP sanitation	Sanitation - MIG	R 26 112 813-12
Jozini Low cost housing sewer upgrade	Sanitation - MIG	R 15 000 000-00
Themba lethu sanitation	Sanitation - MIG	R 5 000 000-00
Total		R 46 112 813-12

Big 5 Hlabisa Municipality

Project Name	Type	Amount
Hluhluwe water Phase 1	Water – MIG	R 1 000 000-00
Hluhluwe Phase 2 Upgrade	Water – MIG	R 5 270 005-00
Total		R6 270 005-00

Project Name	Type	Amount
Refurbishment and Upgrade of Rudimentary Water and Sanitation within the Big 5 Hlabisa LM as part of a Tanker Reduction Strategy	WSIG	R 10 000 000-00

Mtubatuba Municipality

Project Name	Type	Amount
Mpukunyoni water remedial	Water – MIG	R 10 000 000-00
Bulkpipeline from Mtubatuba Heights Reservoirs to KwaMsane Reservoirs	Water – MIG	R 3 912 792-00
Mtubatuba Emergency Water - Wellpoint Installations (Drought)	Water – MIG	R1 132 351- 61
Bhoboza to KwaMsane Gravity Main Project (Drought)	Water – MIG	R 7 000 000-00
Total		R 23 045 143-61

Project Name	Type	Amount
Refurbishment and Upgrade of Rudimentary Water and Sanitation within the Mtubatuba LM as part of a Tanker Reduction Strategy	WSIG	R 10 000 000-00

Project Name	Type	Amount
Mtubatuba VIP sanitation	Sanitation - MIG	R 7 149 863-67

Included in the Operating Budget are the Following Allocations:

1) Employee Costs	R154 000 000
2) Councillors Remuneration	R 9 387 321
3) Bulk Purchases	R106 000 000
4) Repairs and Maintenance	R 24 935 000
5) Water Service Authority	R 3 000 000
6) Rural Road Asset Management	R 2 624 000
7) Depreciation and Impairments of assets	R 40 000 000
8) Fleet Management	R 19 185 000
9) Information Technology	R 9 585 000
10) Security of Municipal Properties	R 12 984 000
11) SALGA Membership Fees	R 1 500 000
12) Sports and Recreation	R 2 810 000
13) Youth Programmes	R 750 000
14) HIV & AIDS	R 580 000
15) Tourism Development and Marketing	R 1 060 000
16) Local Economic Development	R 640 000
17) EPWP	R 8 400 000
18) Child Programmes	R 300 000
19) Disability Programmes	R 600 000
20) Arts and Culture	R 500 000
21) Gender	R 400 000
22) Senior Citizens	R 610 000
23) Disaster Management	R 1 298 000
24) Corporate Governance	R11 660 000
25) Communication Strategy	R 4 700 000
26) School Uniform	R 200 000
27) District Top 5 Matric Awards	R 100 000
28) External Bursaries	R 500 000

Internal Funding for Capital Expenditure

Activities	2018/19 Budget
CORPORATE SERVICES	
Refurbishment of office buildings	1 500 000,00
Refurbishment of Council Chambers	1 000 000,00
Office Bearer Transport	1 500 000,00
Air-conditioning System for the entire municipal offices	2 000 000,00
Communications (Camera, Loud Hailer, Video Camera)	200 000,00
Office Furniture	2 000 000,00
Computers and Laptop	500 000,00
4 x Meter Reading Transport (4 X 4'S)	1 000 000,00
3x Honey Sucker Trucks	1 500000,00
TOTAL OTHER CAPITAL EXPENDITURE	11 200 000,00

Repairs and Maintenance

Activities	2018/19 Budget
O&M Borehole repairs	R 25 629 400-00
O&M repairs -Electro Mechanical	R 5 000 000-00
O&M preventative- Minor upgrades &remedial works	R 2 500 000-00
O&M Electrical repairs (KwaMsane and Ngwavuma)	R 2 000 000-00
O&M Minor repairs	R 135 000-00
Fuel and Oil for Rudimentary Schemes	R 300 000-00
	R 35 564 400-00

9.2 Sector Departments Projects

SANRAL



BUILDING SOUTH AFRICA
THROUGH BETTER ROADS

2018/2019 IDP MANAGEMENT CO-ORDINATION
SANRAL EASTERN REGION CURRENT AND PLANNED PROJECTS

NUMBER	DESCRIPTION	HIGH LEVEL SCOPE	MUNICIPALITY	CURRENT PHASE	2018/2019	2019/2020	2020/2021
C.004-011-2014/9	DNURS: R22 Manguzi access and Ped	Road safety improvements	DC 27	Construction	R 2,600,000.0	R -	R -
N.002-300-2012/1	DNNIN: KwaMsane Interchange	New interchange	DC 27	Design	R 25,500,000.0	R 76,849,999.9	R 55,382,090.9
R022-015-2021/1	DNURT: Design Hluhluwe to Moz	Upgrading from single to dual	DC 27	Pre-Tender (Design)	R -	R 17,961,790.0	R 19,580,337.5

10. SECTION J: ANNEXURES

Annexure A – Spatial Development Framework

Annexure B – Disaster Management Framework

11. SECTION K: APPENDICES

Appendix 1 – SDBIP

Appendix 2 – AG Report 16/17

Appendix 3 – Audit Action Plan

Appendix 4 – Back to Basics Support Plan

Appendix 5 – Draft Organogram

Appendix 6 – HRD Strategy

Appendix 7 – Public Participation Strategy

Appendix 8 – Communication Strategy

Appendix 9 – ICT Framework

Appendix 10 – Umkhanyakude Voting Stations

Appendix 11 – Financial Plan 2018-2019